

Annual Report



Improvement, innovation,
and integration towards
an Australia free of suicide.

2016–17



Incorporation

Lifeline Australia (ABN 84 081 031 263) is a public company limited by guarantee. It had 20 Members at 30 June 2017 and a National Board of Directors. Its registered office is located at Level 3, 71 Northbourne Avenue, Canberra ACT.

Charitable status, tax concessions and fundraising

Lifeline Australia is registered with the Australian Charities and Not-for-profits Commission (ACNC) as a Public Benevolent Institution (PBI). The Australian Taxation Office (ATO) has endorsed the company as an Income Tax Exempt Charity. As a result, it receives income and certain other tax concessions, along with exemptions consistent with its status as a PBI which relate to Goods and Services and Fringe Benefits taxes. Lifeline Australia is also endorsed by the ATO as a Deductible Gift Recipient (DGR).

Contents

- 2** **FY17 Overview**
- 4** **From the Chairman**
- 8** **ABC Strategy 16–19**
- 11** **Service Delivery**
- 17** **Advocacy**
- 18** **Research**
- 21** **Engagement**
- 24** **People**
- 26** **Corporate Governance**
- 32** **Financial Summary**
- 36** **Concise Financial Report**
- 56** **Thank you**



FY17 Overview

FY17 commenced with Members approving a new strategic direction for Lifeline, as outlined in the ABC Strategy 16–19. This Strategy—produced with our vision of a suicide-free Australia in mind—details Lifeline’s plan to grow as an organisation to connect with more people and, ultimately, save more lives.

Set against the backdrop of Australia’s national emergency of rising suicide rates, the adoption of the ABC Strategy 16–19 represents the best chance we have to make a real impact for Australians in crisis and become the strongest possible force in suicide prevention and crisis support.

As they have done for more than 50 years, Lifeline’s Crisis Supporters (of which there were almost 4,000 active in FY17) responded to Australians in crisis each and every day of FY17. These volunteers—located in Centres across Australia—responded to almost a million requests for help, ensuring that Australians struggling with life’s challenges receive support.

**Lifeline Centres—
located in communities
across Australia—
continued to act as
beacons of hope
in their respective
communities.**



Thanks to the tireless efforts of our Crisis Supporters, Lifeline answered 85% of the 933,408 crisis support calls to 13 11 14 (47% within 90 seconds) and 87% of the 53,257 requests to our nightly online Crisis Support Chat service.

Our suicide intervention and crisis support services have become critical national infrastructure and initiatives outlined in the ABC Strategy 16–19 will ensure ongoing improvement. There will also be expansion of our reach in the coming years, with work commencing in FY17 on the development of Australia's first text-based crisis support service. The Text4Good project will see a pilot launched in 2018 and ensure Lifeline can reach more Australians in crisis in the future.

Beyond our digital services, Lifeline Centres—located in communities across Australia—continued to act as beacons of hope in their respective communities. The tireless efforts of staff and an estimated 10,000 volunteers spread across every state and territory, ensured Lifeline's community presence remained strong. The interaction with countless individuals through training programs and outreach activities, contributed to building suicide-safe communities across Australia. Collaboration initiatives, such as the 'Be Groups' launched in FY17, will only serve to strengthen the level of cooperation across our network as we collectively seek to improve, enhance and expand our reach.

In FY17 considerable resources were dedicated to the establishment of Lifeline Direct Ltd.—a subsidiary company of Lifeline Australia. The establishment, and subsequent transition of four Lifeline Centres, is an important part of Lifeline's evolution as we seek to work more efficiently and grow in a sustainable manner.

Lifeline's position as a conversation leader for #stopsuicide was underpinned by strong advocacy efforts throughout the year, and resulted in positive influence on public policy and funding commitments from the Federal Government. Partnerships with like-minded organisations were fostered and strong engagement with the corporate sector culminated in the inaugural National Stop Suicide Summit.

In a year that saw statistics on deaths by suicide reach 10-year-plus high levels, our offer of support to Australians doing it tough remained highly relevant, as did our mission to empower Australians to be suicide-safe through connection, compassion, and hope.



From the Chairman

**I am pleased to present the
FY17 Annual Report on behalf of
Lifeline Australia.**

The following pages show that in a year of much change — from beginning work on our crisis text service and the start of Lifeline Direct — our role as Australia's leading suicide prevention service continues.

Lifeline is a partnership of Lifeline Australia, Lifeline Centres and volunteers around Australia. Together, Lifeline's estimated 10,000 volunteers and small team of paid staff save lives every day.

Our simple yet powerful offer of unconditional support has seen Lifeline grow to become part of our society's fabric, much like '000'. In listening without judgement, finding hope when a situation might seem hopeless and taking an evidence-led and strengths-based approach, we have saved countless lives and helped tens of thousands of Australians find their path to recovery.

However, with service demand remaining at levels that seemed unfathomable just five years ago, set against the backdrop of the national suicide emergency, we need to continue doing more and better.

There were 933,408 crisis calls to our 13 11 14 service in FY17, of which we answered 85%. Our call answer rate plateaued from our record high in FY16, despite significant work to better roster our workforce to take more calls and move towards our goal of answering 70% of calls within 90 seconds.



**I thank our
outstanding volunteers
that have worked
tirelessly to comfort
and support Australians
in crisis.**

Our objective remains to answer every call we receive.

However, we are confident that our strategy for the coming years, including our move into crisis text and our focus on high risk communities will see ongoing improvement in the quantity and quality of our services.

I am also confident in the work of our 40 Lifeline Centres, the support of our government, corporate and individual funders and the commitment of our volunteers—be they book sorters, truck drivers, retail staff or Crisis Supporters—will help us to continually improve our service.

While we look to the future, it is important to take this opportunity to look back at our many achievements over the past year.

NATIONAL SUICIDE PREVENTION PLAN

In March 2017, after much campaigning, Lifeline Australia was pleased to see the Council of Australian Governments (COAG) announce the development of Australia's first ever National Suicide Prevention Plan. We will continue working to ensure the next National Mental Health and Suicide Prevention Plan sets clear actions, outcomes, milestones, promotes accountability and leadership, and ensures a proportionate response to the national emergency on suicide.

CROSS-SECTOR PARTNERSHIPS

Lifeline Australia has made significant efforts over the past year to work more closely across the mental health sector. This includes:

- A partnership with SANE Australia to see online peer support forums hosted on the Lifeline website;
- Lifeline's ongoing leadership and facilitation of a Digital Mental Health Services CEOs group to promote collaboration and reduce duplication across the sector;
- A partnership with ACON to develop an LGBTI service improvement framework through our inclusion in their Pride in Diversity Program; and
- A partnership with TrackSAFE to reduce suicides in rail environments by 10% over three years through advertising, technological innovation and data analysis.

FINANCES

This year Lifeline Australia invested in the establishment of Lifeline Direct Ltd. This very strategic move required a conscious decision to run a deficit for the first time in more than 15 years. We regard the \$1.35 million investment in structural reform, including Lifeline Direct, as an appropriate use of some of the \$6.33 million of reserves built over many years.

Unfortunately, we failed to achieve our fundraising target, pushing the overall deficit for FY17 to \$1.58 million (excluding comprehensive income).

The FY18 budget has a strong surplus to compensate for this year's unbudgeted loss.

LIFELINE DIRECT

As noted above, this year has seen Lifeline Australia establish its wholly-owned subsidiary company, Lifeline Direct Ltd., and begin to deliver services for the first time. Through Lifeline Direct, an opt-in model agreed to by Lifeline Centres in July 2016, Lifeline Centres can more easily share resources, skills and experience among each other.

The four participating Centres—Hunter Newcastle (NSW), Central Coast (NSW), Northern Rivers (NSW) and South West Vic—are now united as a single legal entity, with a single Board (from 1 July 2017) having received transitional, integration and consolidation support from Lifeline Australia this year.

In addition to improved efficiency, higher quality service delivery, greater revenue generation and growth, Lifeline Direct is creating a culture of collaboration and excellence that will continue to result in improved help-seeker outcomes; this includes through strong leadership around 13 11 14, regional suicide prevention programs, research and regional community engagement.

THANK YOU

As always, I thank our volunteers and Centres around the country for delivering our service on the ground.

I also want to thank Peter Shmigel who resigned in August 2017, after almost two years as Lifeline Australia's Chief Executive Officer. Peter led our national charity with passion driven by his own lived experience of suicide and genuine wish to make a difference.

Gains made by Lifeline under Peter's leadership include:

- Receiving Commonwealth funding for the establishment of Australia's first crisis text service;
- Successful commencement of Lifeline Direct;
- The expansion of our domestic violence response training (DV-alert) program;
- The expansion of our 'hotspots' suicide intervention program;
- Introduction of new suicide prevention measures for the business sector, including an inaugural CEO's #stopsuicide Summit; and

- Achieving our 13 11 14 crisis line's strongest ever call answer rate in 2016 (86%). This was our busiest year on record, with almost a million requests for help.

Following Peter's resignation, the Board appointed our Chief Operating Officer Bob Gilkes as Acting CEO. Bob is a former Director of Lifeline Australia and was Executive Director of UnitingCare Community in Queensland, where he managed 135 Lifeline retail shops, 2800 staff members and about 6800 volunteers. Given his knowledge of Lifeline's business, and strong leadership skills, Bob is the ideal person to be at the helm of Lifeline Australia while the Board considers a more permanent solution.

I want to thank my fellow directors and our staff for their hard work and dedication over the year, in particular our Deputy Chair Jacinta Munro who, during my extended period of sick leave, assumed the role of Acting Chair.

Finally, I wish to acknowledge the service and dedication of two directors who left the Board this year.

Annie Corlett AM brought her experience on the phones along with her commercial experience to our Board over the past four years. She has, and continues to be a generous professional and personal supporter of our cause. Thank you Annie.

Tessa Marshall, who joined our Board in 2014, died by suicide in June 2017. Tessa was a deeply-loved and respected member of the Lifeline family for more than 13 years, as a Director of Lifeline Australia and at Lifeline Harbour to Hawkesbury where she performed numerous volunteer roles.

Tessa made an immeasurable contribution to the lives of so many people and will continue to inspire all those who knew her. Her husband Peter and two sons continue to be in our thoughts.

When one of our own finds the struggle to live too hard, it shocks at the core. It also reminds us of why we do what we do and why it is so important.

John Brogden AM
Chairman

And the winner is...

The 2017 Mary Parrissons Outstanding Volunteer of the Year Award was awarded to Lifeline Melbourne Crisis Supporter Don Didsbury, acknowledging the 39 years of dedicated service to Lifeline and the community.

Don became a Crisis Supporter in 1978 and has completed over 5000 hours with Lifeline Melbourne. The loyal, adaptable, and resilient volunteer has been at the coalface as Lifeline's service has evolved—navigating six different practice models, the introduction of new software, and various organisational changes.

Don was announced as the national winner of the Award at the Lifeline Gala Dinner in Toowoomba as part of Lifeline Sessions, also attended by the state and territory finalists. The Award was established in 2016 to recognise the outstanding efforts of Lifeline's volunteers across Australia. It awards volunteers who have demonstrated excellence in volunteering and leadership, contributed to their communities, and been an inspiration within their respective Centres.

Having only forgotten his password once in 39 years, Don no doubt has a few good years of service left in him.



Don became a Crisis Supporter in 1978 and has completed over 5000 hours with Lifeline Melbourne.

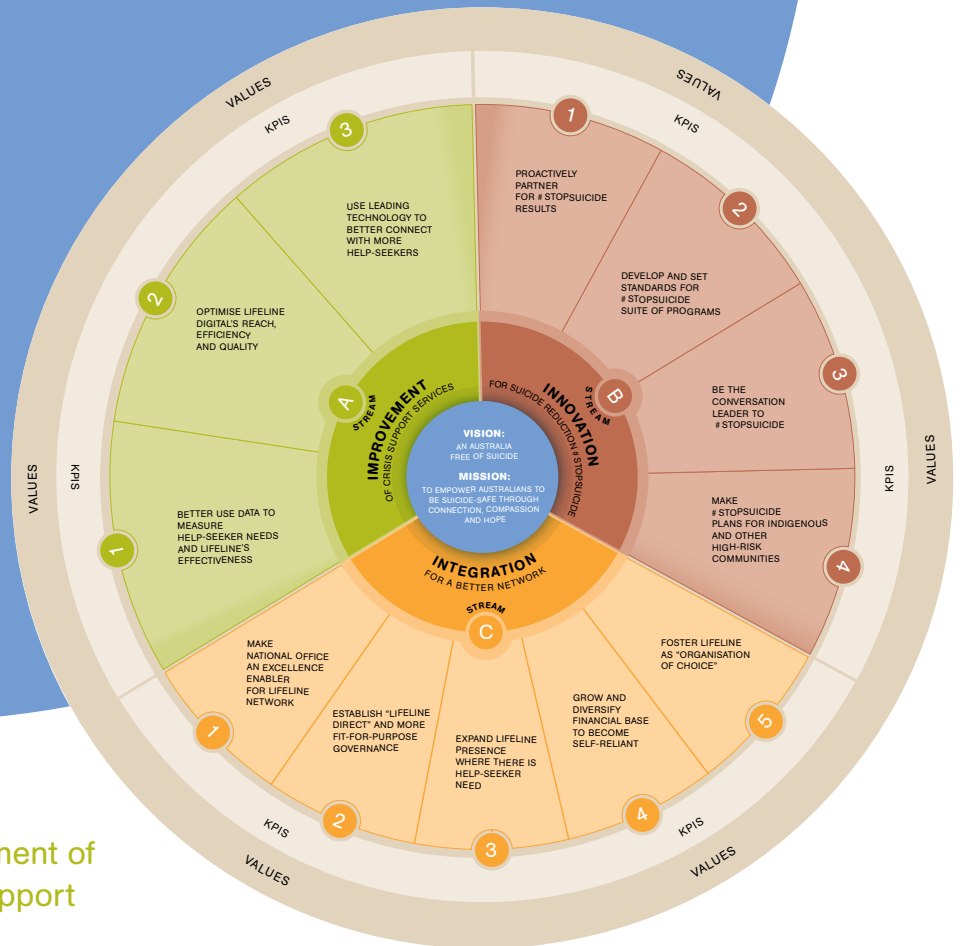
2017 MARY PARISSONS OUTSTANDING VOLUNTEER OF THE YEAR AWARD — STATE AND TERRITORY FINALISTS

Winner	State/Territory	Centre	Volunteer Role
Noela Hurst	QLD	Townsville	Crisis Supporter
Chris Puckridge	WA	WA	Crisis Supporter
Steve Byrne	NSW	Northern Beaches	Crisis Supporter
Judy Peck	TAS	Tasmania	Retail
Cathy Hetzel	SA	Adelaide	Crisis Supporter
Don Didsbury	VIC	Melbourne	Crisis Supporter

ABC Strategy 16–19

The ABC Strategy 16–19 details Lifeline’s plan to grow as an organisation to help more people. This strategy was produced with our vision of a suicide-free Australia in mind—which means saving more lives and connecting with more people.

The following section outlines the significant progress made in partnership with our Members towards the ABC Strategy 16–19 goals in FY17.



STREAM A

Improvement of Crisis Support Services

MAKE EVERY CRISIS CONTACT COUNT EVERY TIME—OUR FIRST HORIZON

A1 — Better Use of Data to Measure Help Seeker Needs and Lifeline’s Effectiveness

- Commenced the design of a fit-for-purpose data warehouse to collect, analyse and identify trends and impacts on help seekers and services.

A2 — Optimise Lifeline Digital’s Reach, Efficiency and Quality

- Conducted the Remote Call Monitoring Trial involving 16 Lifeline Centres to improve consistency of service and help seeker outcomes.
- Developed a trial with SANE Australia to provide more intensive support to help seekers who contact Lifeline frequently.
- Undertook a number of initiatives to protect Crisis Supporters by addressing abusive and unwelcome calls, including:

- A ‘call-back trial’ of the top 50 callers who made unwelcome calls;
- Consulted with the Communications Alliance and industry stakeholders to update the Code for the Handling of Life-threatening and Unwelcome Communications; and
- Advocated in each state and territory to support action regarding unwelcome calls where this is necessary.
- Provided professional development offerings via practice support teleconferences and Skype calls for In-shift Supervisors and Crisis Supporters across the Lifeline Centre network.
- Implemented a new supervision framework based on a model of reflective practice.

A3 — Use Leading Technology to Better Connect with More Help Seekers

- Reinvigorated Lifeline’s Business Continuity Plan for 13 11 14.
- Commenced work on Australia’s first text-based crisis support service.

STREAM B

Innovation for Suicide Prevention

EMPOWERING PEOPLE AND COMMUNITIES TO #STOPSUICIDE — OUR NEXT HORIZON

B1 — Proactively Partner for #stopsuicide Results

- Formalised partnership with SANE Australia to embed their peer support forums on the Lifeline Australia website and developed a trial to provide more intensive support to help seekers who contact Lifeline frequently.
- Committed to a three-year program of activity with the TrackSAFE Foundation to reduce suicides in rail environments by 10% over three years.
- Received funding commitment of \$2.1 million from the Federal Government to expand Lifeline's HotSpot service in communities and locations where suicides frequently occur.

B2 — Develop and Set Standards for #stopsuicide Suite of Programs

- Analysed ABS suicide data broken down by Primary Health Network (PHN) region to determine predictors of suicide in Australia.
- Engaged with PHNs nationally on Lifeline's suite of #stopsuicide programs and development of our text-based crisis support service.

B3 — Be the 'Conversation Leader' for #stopsuicide

- Made ongoing contributions to the Federal Government's planned Digital Mental Health Gateway, including through ministerial correspondence and involvement in a sector-wide CEOs Group.
- Contributed to the development of the SA Government's draft Suicide Prevention Strategy, including through the promotion of Lifeline's local and national service offerings.
- Commissioned key pieces of research on attitudes to suicide and Lifeline and leveraged these for advocacy and strategic communications efforts.
- Hosted the inaugural #stopsuicide Summit with leaders from a range of backgrounds coming together to offer 'new thinking and new solutions' to the national suicide emergency.
- Successfully advocated for the development of Australia's first National Suicide Prevention Plan.

B4 — Make #stopsuicide Plans for Indigenous and High-Risk Communities

- Partnered with Ruralco to deliver a national suicide prevention roadshow into rural and regional communities.
- Announced Lifeline Australia as a Member of ACON's Pride in Diversity and Foundation Member of Pride in Health and Wellbeing.
- Progressed initiatives under Lifeline's Indigenous Engagement Strategy.

STREAM C

Integration for a Better Network

PERFORMING WITH PURPOSE FOR NETWORK THROUGH NATIONAL OFFICE— OUR NON-NEGOTIABLES

C1 — Make National Office an 'Excellence Enabler' for the Lifeline Network

- Established the 'Be Groups' co-design initiative.
- Appointed a National Volunteer Best Practice Manager.
- Introduced the Mary Parissons Outstanding Volunteer of the Year Award to recognise the achievements of Lifeline's volunteers.

C2 — Establish Lifeline Direct and More Fit-for-Purpose Governance

- Established Lifeline Direct, including the transition of four Lifeline Centres in readiness for Lifeline Direct becoming operational on 1 July 2017.

C4 — Grow and Diversify Financial Base to Become Self-Reliant

- Hosted a Lifeline Retail Forum and facilitated a Retail Working Group to coordinate network-wide initiatives to reduce costs and increase revenue.

C5 — Foster Lifeline as an 'Organisation of Choice'

- Developed WHS policies for Mental Health & Wellbeing, Suicide Prevention, and Domestic & Family Violence.



Be Groups— Co-design in Action

In line with the shared commitment of Lifeline Australia and our Members to ensure strategic initiatives and projects are co-designed, the 'Be Groups' concept was presented and discussed at the 2016 AGM. The Groups aim to introduce a consistent and considered structure to our co-design efforts.

These purpose-oriented collaboration groups enable consultation with subject experts within the Lifeline Centre network on the development or review of matters, such as service policies/practices, growth of Lifeline's footprint and accreditation standards.

The design of the 'Be Groups' adheres to the following principles:

- Participatory, e.g. strong network involvement and leadership;

- Empowered, e.g. real authority in recommendations;
- Results focused, e.g. specific outcomes in specific timeframes;
- Resourced, e.g. Lifeline Australia commitment; and
- Aligned with Lifeline's ABC Strategy 16–19.

The decision to phase implementation of the 'Be Groups' saw the 'Be Better' and 'Be Clearer' groups established in FY17, with these groups providing recommendations at Lifeline's July Sessions 2017.

The 'Be Better' Group focused on recommendations for three key areas:

1. Working more effectively with frequent callers;
2. Improving help seeker access; and
3. Quality assurance and improvements.

The 'Be Clearer' Group undertook a process to review the definition of a Member and clarify what constitutes a Lifeline Centre.

Be BETTER

Service Delivery
13 11 14
Volunteers

Be BIGGER

Geographic Growth
Competitive Advantage
Culture

Be CLEARER

Definition of Centre
Accreditation

Be BOLDER

Suite of Services
Innovation

Be RICHER

Fundraising
Retail
Training
Marketing

Service Delivery

Our Crisis Support Services

Demand for Lifeline's suicide intervention and crisis support services remained high in FY17. As in recent years, there were about a million requests for support to 13 11 14 and online Crisis Support Chat. In the context of an evolving and challenging environment, our Crisis Supporters—located in Centres across Australia—responded to this demand by offering immediate, caring and compassionate support to people struggling with life's challenges.

13 11 14

In FY17 there were 2557 crisis support calls per day to our confidential, 24/7 telephone line, 13 11 14. Our Crisis Supporters answered 789,761 calls with 47% of those answered within 90 seconds.

The non-judgemental listening ear provided by our Crisis Supporters (of which there were almost 4000 active in FY17) assisted people struggling to cope with issues including; suicide, loneliness, mental health, relationships, and finances.

In approximately 130 calls per day, the caller was considering suicide now or in the future, and about 105 safe plans were created each day to help a person manage their suicidality and take steps to recovery.

NATIONAL WORKFORCE MANAGEMENT (WFM)

FY17 saw our national workforce management (WFM) system deployed to all Lifeline Centres delivering 13 11 14. Work continues to fully embed the system, principles, and practices to improve the effectiveness with which we schedule our Crisis Supporters, with the ultimate goal of answering 70% of calls within 90 seconds.

PROJECT SAFEGUARD

Project Safeguard continued in FY17, with progress made on four related areas of work:

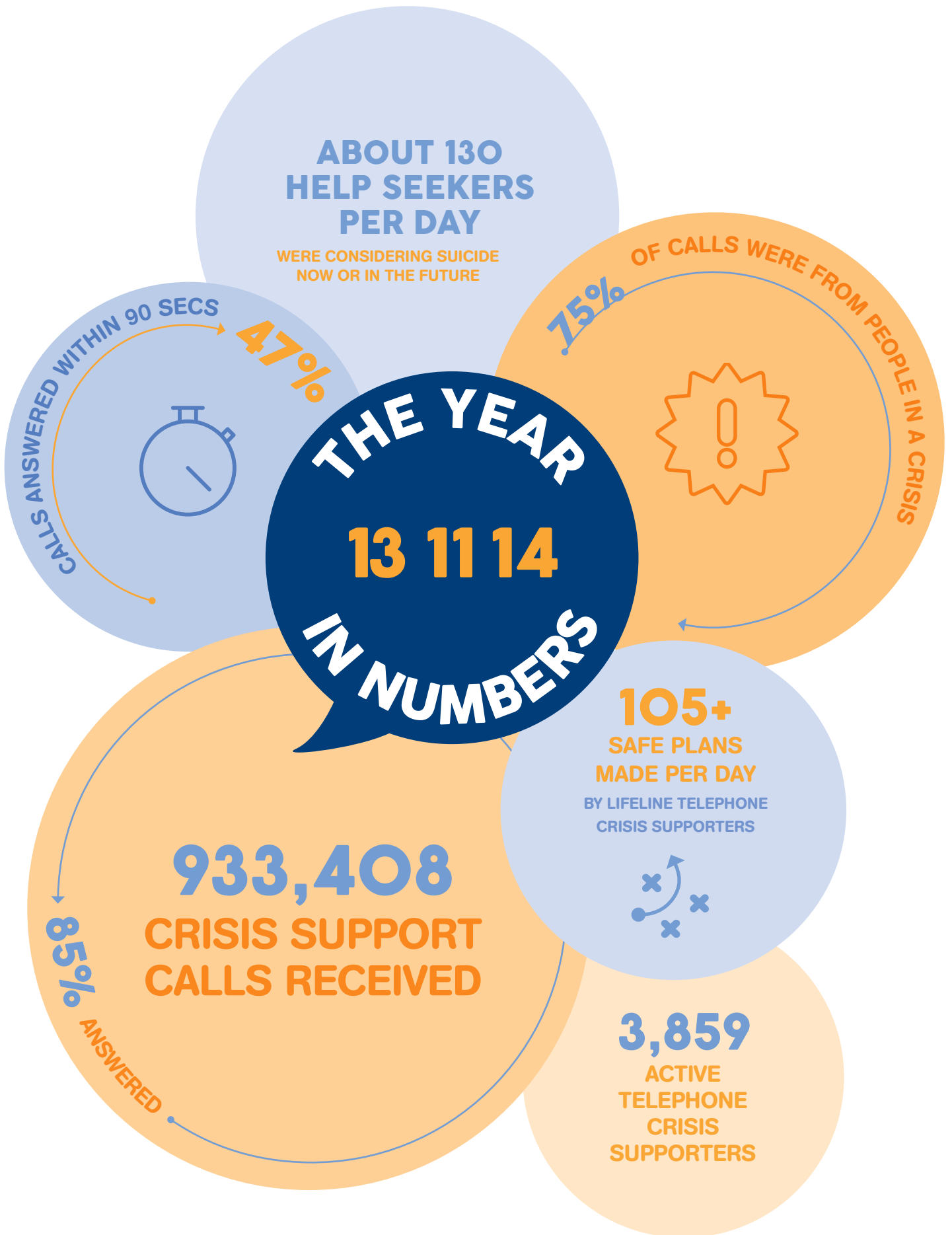
- Supervision;
- Remote call monitoring;
- Unwelcome calls; and
- Frequent callers.

The objectives of Project Safeguard are to:

- Protect and enhance Crisis Supporter wellbeing;
- Measure, monitor and improve quality of service;
- Reduce the proportion of unwelcome calls entering the service system; and
- Better meet the needs of help seekers who contact Lifeline frequently and may not be best served by our current service model.

During FY17, a number of initiatives were undertaken towards the objectives of Project Safeguard.

- In May 2017, an 'Unwelcome Termination Button' was implemented in order to support Crisis Supporters to terminate calls with malicious, harassing or threatening content.
- A service model was developed with SANE Australia which aims to provide more tailored support to people who frequently contact Lifeline.
- A 'call-back trial' of the top 50 callers who made unwelcome calls was undertaken.
- A new supervision framework was implemented based on a model of reflective practice.



933,408 crisis support calls refers to the call demand placed on Lifeline's Telephone Crisis Supporters and includes 931,001 calls to 13 11 14 and 2,407 calls to 13 11 15 which were handled by 13 11 14 for a period of FY17.

SANE Partnership



A partnership with SANE Australia has been developed to provide additional support to Lifeline's help seekers.

SANE Australia's Online Peer Support Forums are now hosted on the Lifeline website. The forums provide an anonymous online community and support network for people living with mental illness and their family, friends, and carers.

In FY17 a project was established with SANE to explore different support options for help seekers who contact Lifeline frequently. This project will continue over the coming year and involve a six-month trial with SANE counsellors providing personalised support over a 10-week period.



Crisis Support Chat

Throughout FY17, our nightly online Crisis Support Chat service operated between the hours of 7.00pm–4.00am (AEST). Our Crisis Supporters answered 46,161 chat requests at an answer rate of 87%.

Users of Crisis Support Chat were predominantly female (76%) and almost 70% were between the ages of 18–44.

Hot Spot Service

A Hot Spot is a location where people are known to suicide. Lifeline delivers crisis support services at a number of locations around Australia, with one additional site having been added during FY17.

Text4Good: Expanding Lifeline's reach through Australia's first text-based crisis support service

On 26 June 2016, the Prime Minister of Australia, the Hon Malcolm Turnbull MP, announced funding of \$2.5 million to enable Lifeline to develop and trial Australia's first text-based crisis support service.

Text4Good is the project exploring how Lifeline can provide such a platform for help seekers.

Leveraging text, a universal and powerful communications channel, Text4Good will increase Lifeline's reach and quality of outcomes. It will drive digital transformation across the Lifeline network, ensuring it is increasingly user-informed, outcomes focussed and data driven.

Online Crisis Support Chat –the year in numbers



53,257

CHAT REQUESTS WERE MADE TO ONLINE CRISIS SUPPORT CHAT IN FY17



145

CHAT REQUESTS PER DAY (APPROX.)



46,161

CONVERSATIONS WERE ENGAGED IN BY CRISIS SUPPORTERS IN FY17



126

CHAT CONVERSATIONS PER DAY (APPROX.)



87%

CHAT ANSWER RATE ACHIEVED BY LIFELINE



42%

OF CHAT CONVERSATIONS, SUICIDE WAS IDENTIFIED AS A SAFETY ISSUE (APPROX.)



14

SAFE PLANS WERE CREATED EACH DAY (APPROX.)

WHY USE TEXT AS A MODE?

- Text is one of the most wide-spread communications channels in Australia
- Greater anonymity and online disinhibition increases self-disclosure
- Only requires one bar of signal and does not require a smart phone
- Text conversations have natural pauses that allow the careful construction of responses
- Text messages have a very high open rate, and they could become a simple, quick and private means of contacting Lifeline
- Text has been effective overseas in reaching younger demographics and may also help to reach other priority groups.

KEY GUIDING PRINCIPLES

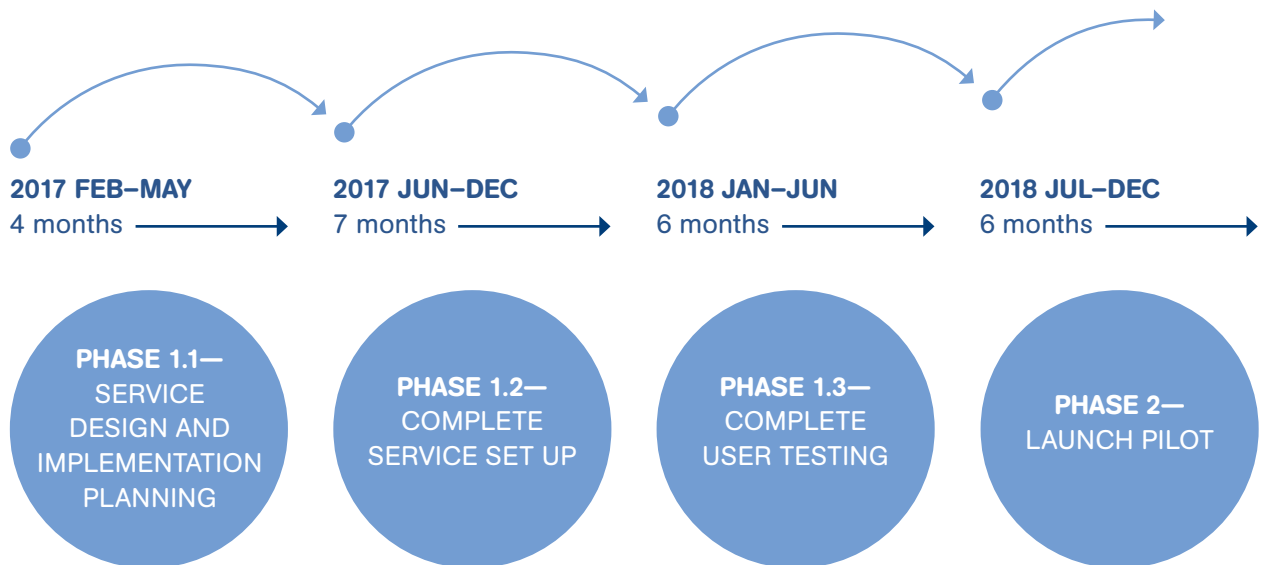
A set of key principles have guided the design of Text4Good:

1. Do no harm
2. Learn from help seekers and Crisis Supporters
3. Leverage our assets
4. Keep it simple and nimble
5. Build over time

A key component of the design process undertaken during FY17 was workshops and interviews conducted with help seekers and Crisis Supporters. Engagement with these stakeholders will continue throughout the user-testing and pilot phases.

PLAN AND TIMELINE

Significant progress was made during FY17 to define the service and project outcomes in Phase 1.1 and there is a clear work plan for Phases 1.2 and 1.3 in order to launch the pilot in mid-2018.



KEY ACTIVITIES

- Develop the evidence base
- Prototype testing and co-design
- Scope business model and impact measurement approach
- Build roadmap for future phases
- Complete service set up and appoint member/s to deliver
- Build the Lifeline Australia management team, recruit and train frontline workforce
- Test and refine technology solution
- Develop user testing undertaken to refine offering and target cohorts
- Select Primary Health Network/s (PHN/s) to partner for pilot marketing
- Launch brand and marketing strategy for service
- Launch pilot in one or two priority region/s through PHN's
- Conduct developmental evaluation to continuously refine the service and inform national growth



Participants from a DV-aware session held for migrants and refugees from Sri Lanka

Learning and Development— Building Suicide-Safe Communities

Through the creation of pathways, materials and training, Lifeline Australia provided support throughout FY17 to Lifeline Centres—including more than 100 trainers—as they equipped their local communities to be suicide-safe.

As a Registered Training Organisation (having recently received re-registration for the next seven years) Lifeline Australia oversees and accredits the following training programs which are delivered by Lifeline Centres in their local communities:

- Crisis Supporter Workplace Training (CSWT);
- DV-alert;
- Applied Suicide Intervention Skills Training (ASIST);
- Psychological First Aid; and
- Workplace training for corporate and community organisations.

FY17 saw the CSWT Program settle after a major ASQA-mandated transition period. This transition involved—and would not have been possible without—the significant input of CSWT trainers from across the Lifeline Centre network and will ensure the highest possible standard of training is delivered to Lifeline’s Crisis Supporters—of which 1298 were trained in FY17.



The DV-alert Program continued to expand in FY17 with the successful pilot of a Settlement Stream and the development of a pilot for a Working with Women with Disabilities Stream. Both streams are the first of their kind in skilling front-line workers in the settlement and disability sectors to recognise, respond, and refer clients who are experiencing domestic and family violence situations. In FY18, these streams will drive further growth beyond the 6393 participants who took part in DV-alert awareness sessions and workshops in FY17.

As in previous years, the annual trainers’ forum provided a fitting end to FY17. Trainers gathered in Melbourne to learn from leading experts in domestic and family violence response and the experiences of organisation such as 1800RESPECT, White Ribbon, ANROWS, as well as government, corporate and NGO partners.

Advocacy

Lifeline Australia undertook strong and varied public commentary and advocacy in FY17 underpinning our position as a conversation leader for #stopsuicide.

Significant campaigning throughout the year culminated in the Council of Australian Governments (COAG) announcing the development of a National Suicide Prevention Plan. The COAG announcement came just days after Lifeline-commissioned research showed that more than 80% of Australians support the development of a National Suicide Prevention Plan. We will continue working to ensure the 5th National Mental Health and Suicide Prevention Plan sets clear actions, outcomes and milestones, promotes accountability and leadership, and ensures a proportionate response to the national emergency on suicide.

Providing leadership and support to Lifeline Centres to effectively engage with Primary Health Networks (PHNs) remained a key priority in FY17. Proactive steps were taken to promote the value of Lifeline's services and a workshop was hosted for PHNs across the country to 1) provide them with a Lifeline-commissioned analysis of ABS suicide data 2) give background on both Lifeline's national and community-based service offerings, and 3) discuss the emerging crisis text service and opportunities for collaboration.

FURTHER FY17 HIGHLIGHTS INCLUDE:

- Running the Loneliness Survey to create a discussion around societal trends, technology and loneliness. The survey results to the simple question 'are we more connected or lonelier than ever?' received national media attention, including a panel discussion on ABC's The Drum (September 2016).
- Commending the powerful inaugural speech of Mr Julian Leaser, Member for Berowra, which was dedicated to his late father (September 2016).
- Calling for a National Stop Suicide Summit to discuss new thinking and solutions to the national suicide emergency, following the release of the ABS Causes of Death data showing suicides in 2015 rose to 3027—a ten-year-plus high (September 2016).

- Supporting the recommendations of the Aboriginal and Torres Strait Islander Suicide Prevention Evaluation Project (ATSISPEP) report, which outlined the need for Indigenous-led suicide prevention activities across the country (November 2016).
- Thanking Ruralco CEO Travis Dillon for donating his bonus of \$140,000 to Lifeline Australia, demonstrating both the commitment of Mr Dillon and his organisation to saving rural lives (November 2016).
- Announcing that work had begun on Lifeline's emerging crisis text service, with the Lifeline Australia team seeking to translate our compassionate and non-judgemental crisis support into the SMS environment (February 2017).
- Welcoming the Federal Government's financial support of the North Coast NSW community, which has experienced a high number of suicides, including among young people. We also publicly highlighted Lifeline's own commitment of resources to the region (February 2017).
- Hosting a suicide prevention response training workshop for more than 60 Gunning (NSW) residents for the first stop on Ruralco's National Suicide Prevention Roadshow, which plans to provide such training to a town in every State and Territory (March 2017).
- Thanking the Federal Government for its commitment of \$11 million over three years to save lives at suicide hotspots. Of this, \$2.1 million will go to Lifeline to build 'collectives of caring' in communities and locations where suicides often occur (May 2017).

Research

The Lifeline Research Foundation supports the work of Lifeline Australia and Lifeline Centres through the generation of knowledge and the translation of research evidence for service improvement. The Foundation also utilises research knowledge in the advocacy and policy work that Lifeline undertakes regarding crisis support and suicide prevention.

Partnerships operate with the Lifeline Research Foundation across researchers, evaluators, clinicians, and external stakeholder organisations, especially those providing the voice of lived experience, so that its work is informed by current knowledge and expertise.

A 12-member Expert Advisory Group assists the work of the Lifeline Research Foundation.

Research Activities

Major research and evaluation by the Lifeline Research Foundation this year have included:

- **Research on frequent callers to Lifeline 13 11 14**—completion of the research program has been followed with a 'synthesis' process involving the University of Melbourne researchers, practice experts and people with lived experience of suicide and mental health issues so that the main themes and implications of the research findings could be applied to service improvement. As a first step, a service trial in collaboration with SANE Australia has commenced to provide enhanced support to people who call Lifeline frequently.
- **Lifeline Caller Research Project**—this research reached a critical milestone with the completion of the recruitment of callers to 13 11 14 and qualitative interviews over more than 12 months to explore the reasons for contacting Lifeline and the experiences of the service from the caller. This research is being conducted through the University of Melbourne.
- **Wellbeing of Telephone Crisis Supporters**—this research was completed by PhD Candidate Taneile Kitchingman, with the University of Wollongong, and provides valuable insights into the stresses and contextual factors that affect the wellbeing of those who volunteer as Telephone Crisis Supporters. The research findings are being applied to enhanced support and supervision practices.



A pilot research trial on a support group for people who have survived a suicide attempt has been conducted.

Innovation in community-based suicide prevention has featured in the research program:

- **safeTALK in Schools**—encouraging research findings on the efficacy of an innovative schools program developed by Lifeline Central Australia have given encouragement to further use and development of the program. Orygen National Centre of Excellence in Youth Mental Health is the partner for this project.
- **Eclipse Groups**—a pilot research trial on a support group for people who have survived a suicide attempt has been conducted with Lifeline Mid Coast (NSW) and the University of New England. Initial findings support further testing of this approach.

Advocacy and Policy

During FY17, the Lifeline Research Foundation provided several specific contributions to public policy development for improved suicide prevention:

- Input to the design and development of the national Digital Mental Health Gateway, providing information and advice to the Federal Department of Health.
- Submission to the Federal Government on the 5th National Mental Health Plan, including advocating for a national suicide prevention implementation plan, which has now been agreed to by the Health Ministers Council.
- Involvement in the National Stop Suicide Summit that Lifeline Australia hosted with 50 leaders of corporate businesses to consider suicide prevention in their workplaces.

The Executive Director of the Lifeline Research Foundation, Alan Woodward, is a Board Director for Suicide Prevention Australia, a member of the RUOK? Scientific Committee and sits on several committees and strategy groups relevant to crisis support and suicide prevention. He is co-chair of the Special Interest Group on Helplines for the International Association for Suicide Prevention.

Partnership with TrackSAFE Foundation

This partnership will contribute to improved knowledge and understanding.

During FY17, an important partnership was strengthened with the rail industry with the TrackSAFE Foundation and Lifeline Research Foundation committing to a three-year program of activity on rail suicide prevention. This is a splendid example of how an industry sector, such as rail, can work with its industry members and Lifeline as a national charity to make a difference in an area of suicide prevention.

The partnership includes rail station outreach through:

- A marketing campaign encouraging people in crisis to call Lifeline;
- Exploration of new and innovative ways of reaching suicidal persons to achieve safe outcomes; and
- Several areas of research interest, in conjunction with key researchers at University of Melbourne and the Australian National University.

Evaluation of the initiatives undertaken through this partnership will contribute to improved knowledge and understanding of how suicide prevention in the Australian rail environment can be more effectively conducted.

Speakers at the Roundtable on Suicide Safe Railways included The Hon. Andrew Constance MP, NSW Minister for Transport and Infrastructure.



Engagement

The levels of awareness and trust in the Lifeline brand remained strong in FY17. The annual brand health survey—conducted in late 2016—revealed that awareness of Lifeline remained high at 97%, unchanged since 2013, and 89% of respondents agreed that Lifeline is a caring and compassionate organisation.

The recognisability and trust in the Lifeline brand provided a strong foundation for significant external engagement activities across fundraising, marketing, and media.

Fundraising

Partnerships with existing corporate supporters were strengthened in FY17 and new partnerships established.

The partnership with Ruralco expanded over the past year and included the establishment of a suicide prevention roadshow into rural and regional communities—this will continue in FY18. The commitment of Ruralco to preventing suicide in regional Australia was underscored by CEO Travis Dillon's decision to donate a significant, personal, contribution of \$140,000 to Lifeline.

Digital campaign activity throughout the year generated a significant volume of donor leads and conversion of these leads into financial supporters of Lifeline.



The Hon. Greg Hunt MP is presented with Lifeline's petition.

Campaigns

A number of campaigns were conducted during the course of FY17.

Lifeline's advocacy campaign—calling on the Australian Government to double funding for suicide prevention—was launched in March 2016 and gained momentum throughout FY17. The online petition garnered 150,000 signatures and unprecedented engagement across Lifeline's digital channels. The petition was presented to the Hon. Greg Hunt MP, the Federal Minister for Health, during a meeting with Lifeline Australia's Chairman and CEO.

In May 2017, Lifeline launched a campaign to breakdown traditional male values of stoicism and masculinity, highlighting the importance of open and non-judgemental conversations about suicide. The 'Our Toughest Challenge Yet' campaign focused on the impact of the national suicide emergency on Australian men and their families. The stories of Paul, Dennis and Dan—which are profiled in the campaign—highlight the importance of reaching out despite how tough this may be.





Pete Shmigel addresses delegates at the #stopsuicide Summit.

Businesses Pledge Action at #stopsuicide Summit

On 1 May 2017 Lifeline hosted 50 leaders from a range of backgrounds at the inaugural National Stop Suicide Summit in Sydney.

Building suicide-safe workplaces and organisations that better support their people when going through tough times, harnessing technology and social media for better connections with people and becoming stronger public voices in suicide prevention were key themes raised during the discussion facilitated by Channel 9's Ross Greenwood.

The Summit—which was sponsored by Twitter, AccorHotels Pacific, HuffPost Australia and Ruralco— included participants from industries such as finance, insurance, agri-business, retail, sport, social media and more, in recognition that the health system cannot tackle this problem alone.

Drawing on the key themes during the summit discussion, the following four next steps were proposed to attendees:

- 1. Public Pledge to #stopsuicide:** Enter into a public pledge to be leading voices for new thinking and new solutions that involve business and communities in addressing suicide in Australia.
- 2. Suicide-Safe Workplaces Action Plan:** Contribute to a sound, tangible approach across industries and within organisations to make workplaces suicide-safe.
- 3. Standing Groups:** Provide representation on standing groups of business leaders to contribute experience and expertise to technology and innovation suicide prevention initiatives such as Lifeline's emerging text-based crisis support service.
- 4. Reunion:** Meet again to review progress and continue to build on the foundations that have been established.

People

Our employees

Lifeline Australia employed 53 FTE during FY17.

Our employees supported Lifeline Members and Centres across key functions including; Information and Communication Technology (ICT), Service Support, Practice, Learning & Development, Governance, and Engagement.

Retention

	FY17	FY16	FY15	FY14
Average FTE	53	46	44	43
Turnover including redundancies	29%	40%	26%	24%
Turnover excluding redundancies	19%	40%	26%	20%

- Retention including redundancies: 71%
- Retention excluding redundancies: 81%

Lifeline Australia experienced a decrease in turnover for FY17 in comparison to the previous year. Restructuring continued in some areas of the organisation to further align our workforce to strategic priorities. Turnover remains high compared to the Australian average of 16%¹ reported by the Australian Human Resource Institute (AHRI), though statistics suggest that Lifeline Australia is in line with the NFP sector average turnover of 29%².

¹ https://www.ahri.com.au/__data/assets/pdf_file/0018/52344/PULSE_retention-and-turnover-2015.pdf

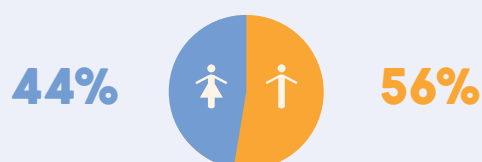
² <https://salaryone.com.au/8-human-resource-challenges-for-not-for-profit-employers/>

Diversity

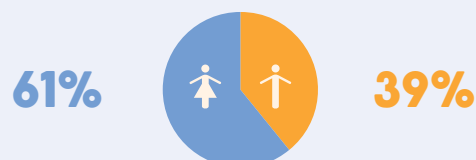
In FY17, Lifeline Australia maintained its strong commitment to diversity and inclusion in the workplace through a variety of strategies, with equal employment opportunity and cultural improvement being key focus areas during the year. The Working from Home Policy continues to support employees balancing work and family responsibility. In addition to accessing this opportunity, employees pursued other options such as purchasing additional annual leave, paid maternity and paternity leave, and supplementary leave provisions. These options offered by Lifeline Australia are above and beyond the entitlements within the National Employment Standards.

Gender diversity (at 30 June 2017)

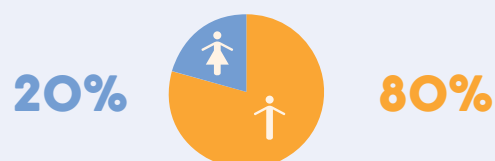
LIFELINE AUSTRALIA BOARD



LIFELINE AUSTRALIA EMPLOYEES



EXECUTIVE ROLES



Professional development at Lifeline Australia

During FY17, employees pursued a variety of professional development opportunities, including:

- Presenting on Lifeline and suicide prevention at national and international forums;
- Attending Applied Suicide Intervention Training (ASIST);
- Maintaining professional memberships;
- Undertaking tertiary education qualifications from certificate to post graduate levels; and
- Participated in training courses, workshops and conferences.

Work Health and Safety

In September 2016, a significant program of work was completed involving a WHS Audit and implementation of a WHS System to facilitate Lifeline Australia's compliance with applicable legislation.

The importance of WHS for Lifeline is clearly articulated in our strategic foundation of promoting emotional wellbeing. Integral to achieving this is wellbeing in all facets of health. Three new policies were developed in FY17:

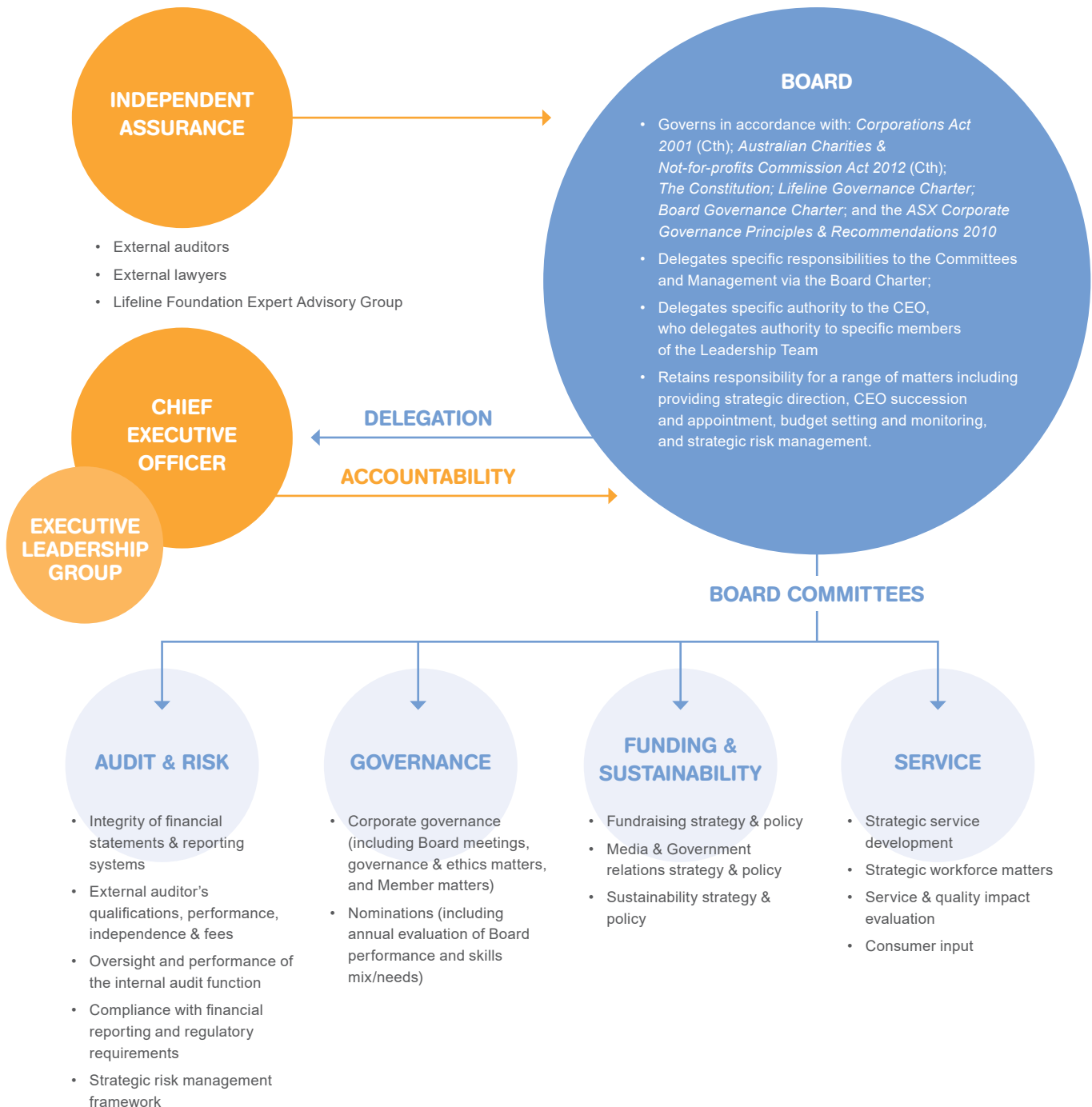
- Mental Health & Wellbeing;
- Suicide Prevention; and
- Domestic & Family Violence.

These new policies demonstrate the firm commitment to our core values and mission. All WHS policies and procedures continue to be reviewed on an annual basis and awareness sessions will be delivered at each monthly staff meeting.



Corporate Governance

Corporate Governance Framework



Approach to Corporate Governance

Lifeline Australia is governed in accordance with the *Corporations Act 2001 (Cth)*, *Australian Charities and Not-for-profits Commission Act 2012 (Cth)*, the Constitution of Lifeline Australia, Lifeline Governance Charter, and Board Governance Charter.

Our approach to corporate governance is based on a set of values and behaviours that underpin day-to-day activities, provide transparency, and protect the interests of stakeholders. This approach includes a commitment to corporate governance excellence, which Lifeline sees as fundamental to its sustainability and performance.

Since 2011, Lifeline has used the ASX Corporate Governance Principles and Recommendations as the foundation for its approach to corporate governance.

Key corporate governance information, including profiles of our Board members and documentation can be found on the corporate governance page of our website: lifeline.org.au/about-lifeline/corporate-governance/our-corporate-governance

Lifeline Australia Board

The Lifeline Australia Board is comprised of 11 unpaid, non-executive Directors. The functions reserved for the Board and those delegated to management are formally documented in the Board Governance Charter, Director Letter of Appointment, and Instrument of Delegation.

At 30 June 2017, the Board had two vacancies and, of the remaining Directors, the majority (5:4) were independent. The smaller majority than previous years reflects the establishment of Lifeline Direct Ltd.—a subsidiary of Lifeline Australia—and the appointment of three Lifeline Australia Directors to the Board of Lifeline Direct.

Mr John Brogden AM, Chairman (Independent)

Ms Jacinta Munro, Deputy Chair (Independent)

Dr Robyn Clough (Independent)

Rev Geoff Flynn (Non-Independent)

Mr Grant Foster (Non-Independent, Director on the Lifeline Direct Board from 5/5/2017)

Ms Samantha Klintworth (Non-Independent, Director from 18/07/2016, Director on the Lifeline Direct Board from 5/5/2017)

Mr Geoffrey McClellan (Independent)

Mr Bruce Mansfield (Non-Independent, Director on the Lifeline Direct Board from 11/04/2017)

Mrs Sheryl Weil (Independent)

On an annual basis, the Governance Committee undertakes a Board skills assessment and makes recommendations to the Board on any gaps. The Board reviews its performance regularly using a combination of external and internal board effectiveness reviews.

Board skills matrix—Directors during FY17

Name	Qualifications	Professional Skills / Experience
		Accounting / Finance
		Legal
		Senior management / governance
		Marketing / promotions
		Fundraising / sponsorship
		Government / government relations / advocacy
		Health / mental health / welfare / community / NFP
		Entrepreneurship
		Business management / administration / development
		Information / communication technology
		Project management / consulting
		Research
		Quality management / evaluation
		Operations / service delivery
		Other
John Brogden AM	M Public Affairs, FAICD	●
Robyn Clough	Phd (Gender Studies)	●
Annie Corlett AM	BEc Sydney, MAICD	●
Samantha Klintworth	LLB, GAICD, MBA, BPsych, GradDip. Psych	●
Rev Geoff Flynn	BE (Communications) BD MA (Pastoral Supervision)	●
Bruce Mansfield	B Com, MAICD, Ffin	●
Geoffrey McClellan	BEc, LLB.	●
Jacinta Munro	B Bus (Accounting), CA, GAICD	●
Sheryl Weil	GAICD	●
Tessa Marshall	BEc, Grad Dip Mktg, Grad Dip Psych	●
Grant Foster	MBA, MAICD	●
Robert Gilkes		●

* Strategic Development and Planning

Reimbursements to Directors during FY17

Lifeline Australia's Board Members are not paid for their services, so out-of-pocket expenses incurred in the services of Lifeline, and the community, are reimbursed. Expenses mainly consist of travel and accommodation for meetings and external facing events.

Reimbursements to 12 Lifeline Directors during FY17		
No	Name	Expense (\$)
1	Mr John Brogden AM	2,882
2	Mrs Annie Corlett AM	2,247
3	Mr Grant Foster	7,070
4	Ms Samantha Klintworth	4,341
5	Mr Bruce Mansfield	0
6	Ms Jacinto Munro	7,766
7	Dr Robyn Clough	1,514
8	Rev Geoff Flynn	300
9	Mr Robert Gilkes	291
10	Mr Geoffrey McClellan	118
11	Ms Tessa Marshall	1,547
12	Mrs Sheryl Weil	3,572
		31,648

Members

At 30 June 2017, the following were Members of Lifeline Australia.

State	Member	Voting Number
ACT	Lifeline Canberra Inc.	1
NSW	Erac Australia Ltd.	1
	Lifeline Broken Hill Inc.	2
	Lifeline Central West Inc.	1
	Lifeline Harbour to Hawkesbury Inc.	1
	Lifeline Northern Beaches Inc.	1
	The Uniting Church in Australia Property Trust (NSW) represented by Uniting Care NSW ACT	9
QLD	Lifeline Darling Downs & South West Queensland Ltd.	1
	The Uniting Church in Australia Property Trust (Q.) Trading as Uniting Care Community Queensland	11
VIC	Lifeline Central Victoria and Mallee Inc.	1
	Lifeline Geelong Barwon Region Inc.	1
	Lifeline Gippsland Inc.	1
	Lifeline South West Vic Inc.	1
	The Uniting Church in Australia (VIC.TAS) Property Trust	1
	Wesley Mission Victoria Ltd.	1
SA	Lifeline South East (SA) Inc.	1
	Uniting Communities Adelaide	1
NT	Lifeline Central Australia Inc.	1
WA	Living Stone Foundation Inc.	1
TAS	Lifeline Tasmania Inc.	2

Key governance activities in FY17

FY17 commenced with Members approving changes to the Lifeline Australia Constitution and Governance Charter to provide for a second category of Membership (Non-Affiliate Members). Under the guidance of the Governance Committee—the Non-Affiliate Membership category was embedded in the organisation through the development of the Non-Affiliate Membership Application Form and supporting Membership Approval Process. The Membership Policy was also updated to accommodate this new category of Membership.

The establishment of Lifeline Direct Ltd. required significant governance activities to be undertaken during FY17, including; development of the Lifeline Direct Governance Model, development and review of the Lifeline Direct Constitution, registration with the ACNC and ATO, appointment of the auditor, and establishment of the Lifeline Direct Board.

During FY17, a network wide co-design initiative—known as the ‘Be Groups’—was implemented. The ‘Be Clearer’ group was established to co-design policy reforms required to clarify the definition and status of a Lifeline Centre. This complex piece of work is ongoing and will underpin important governance reform in the future.

COMPLIANCE

Fundraising

Lifeline is endorsed by the Australian Taxation Office (ATO) as a Deductible Gift Recipient (DGR), adhering to all ATO and Not-for-profit Commission regulations to ensure compliance and retain DGR status.

Lifeline complies with all relevant national, state and territory fundraising regulations. Where required, Lifeline holds valid charitable fundraising licences and permits in all states and territories.

Information security

Privacy and confidentiality of data and information is a critical concern for Lifeline. Lifeline requires security controls that provide an appropriate level of protection to guard private and confidential information, while still providing its national services to Australians. As part of our proactive approach to information security, during FY17 Lifeline engaged an auditor to perform an information security review to independently assess protections over Lifeline’s information and IT assets. Overall, the audit found that security controls over Lifeline’s information and IT assets are sound. Further, Lifeline will commence implementation of an ISO 27001 aligned Information Security Management System which will further support the confidentiality, integrity and availability of Lifeline’s information and systems.

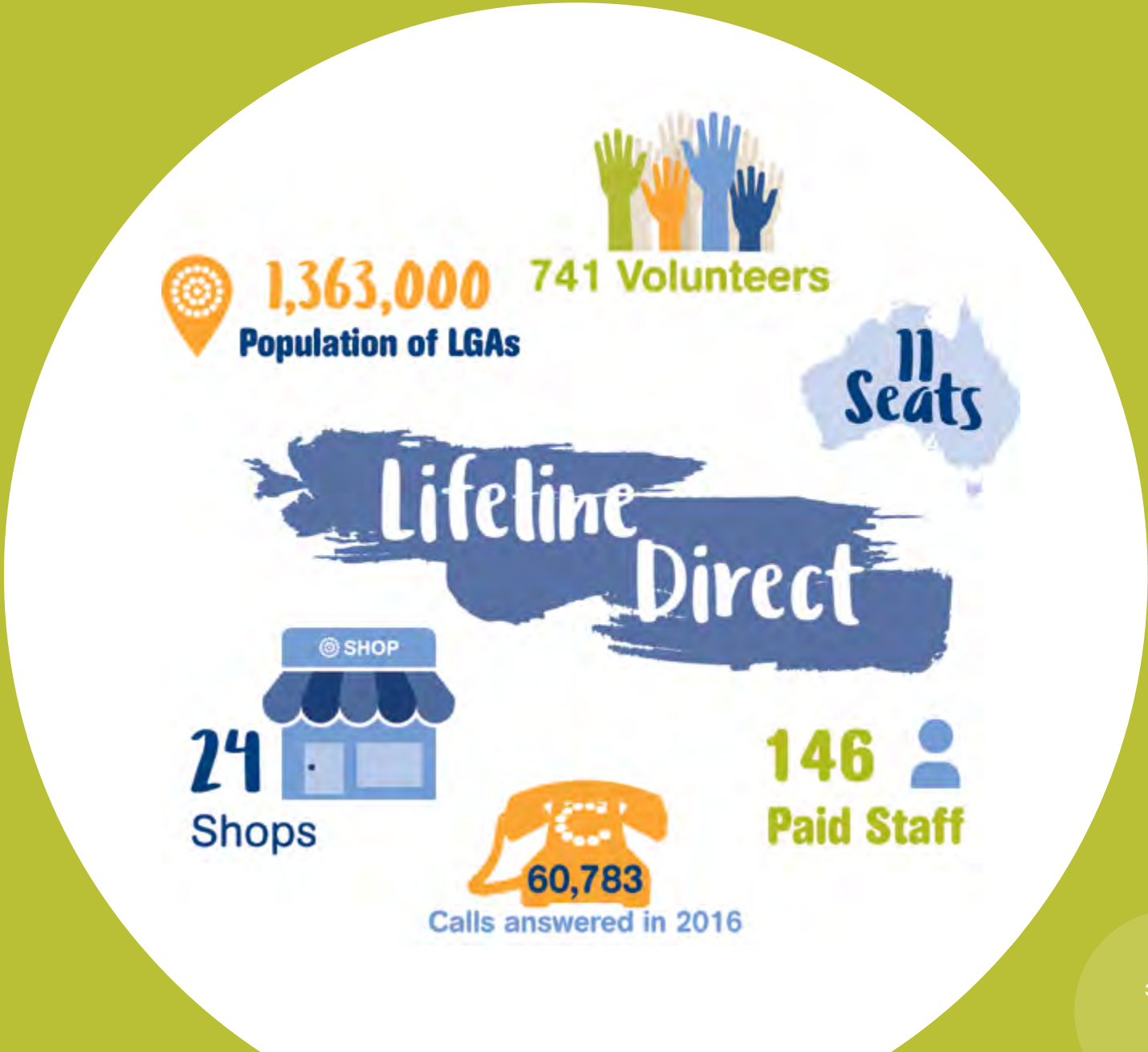
Lifeline Direct

At a Special General Meeting (SGM) held in July 2016, Lifeline Members agreed to Lifeline Australia delivering services for the first time through the establishment, implementation and operation of Lifeline Direct Ltd. as a subsidiary company of Lifeline Australia, and negotiating with Members on an 'opt-in' basis on the transfer of Lifeline Centres to Lifeline Direct.

This resolution was the culmination of a process during 2015 and 2016 and represented a significant step forward as Lifeline seeks to work more efficiently and share resources towards high quality service delivery, revenue generation, and geographic growth.

Considerable resources were dedicated to the establishment of Lifeline Direct in FY17 in readiness for 'go live' on 1 July 2017. The program of work included; company set-up and registration, financial due diligence of Centres considering opting in, transfer agreements and governance documentation, formation of the Board, establishment and consolidation of back-end systems, and development of an operational plan.

Four Centres made decisions to transition to Lifeline Direct on 1 July 2017, namely; Lifeline South West Victoria, Lifeline Northern Rivers, Lifeline Central Coast, and Lifeline Newcastle Hunter.



Financial Summary

Overview

The strategic decision to invest in the establishment of Lifeline Australia's wholly owned subsidiary—Lifeline Direct Ltd.—as well as key initiatives aligned to the ABC Strategy 16–19, saw a deficit planned for FY17. Our reserve base allowed this investment to occur. With a deficit of \$1.581 million (excluding other comprehensive income) our reserve base now sits at \$4.772 million (a decrease of 24.6%).

Revenue

Total Revenue of \$26.207 million in FY17 represents an increase of \$0.744 million (2.9%) from FY16. Grant income has risen 12.7% (\$2.146 million) as a result of increasing government support—primarily from the Australian Government Department of Social Services to support an expanded DV-alert program covering disability, multicultural, settlement and Indigenous streams. We have also been fortunate to secure funding from the Australian Government Department of Health for a pilot program to support the delivery of a text-based crisis support service.

Donations income is under FY16 results by \$0.220 million (4.7%) as FY16 included a large one-off unsolicited bequest that somewhat distorted results. Compared to FY16, corporate sponsorship has also decreased by \$0.735 million. After many years of very generous support, two corporate sponsors elected to support alternative causes due to their changing corporate objectives.

However, it is noted that several fundraising streams have performed positively, in particular:

- On the back of a successful digital marketing campaign and optimisation of the online donation experience we were able to increase our web donation support by \$0.174 million (111.2%); and
- Liptember support also increased \$0.085 million (27.0%) on FY16 funding.

Overall, the very generous, continuing support from the individual, corporate and community sectors enables us to expand our products and services and tailor our offering to meet the needs of our help seekers.

In-kind donations equated to \$0.966 million in FY17, an increase of \$0.313 million on FY16 and reflects strong and ongoing trust in the Lifeline brand.

Expenditure

Total Expenditure—including in-kind donation support—amounted to \$27.785 million in FY17, an increase of 11.5% from FY16. The largest increase was in the 'Payments to Centres' expense stream with this line item rising 18.2% (\$1.847 million) on the previous year. The bulk of this increase reflects payments to our Centres to support delivery of DV-alert in the community (this program being Australian Government funded). In addition, funding was also directed to Centres to support the 'Project Safeguard' initiative—essentially providing

much needed support to our volunteer and paid Crisis Supporters through projects that reduce the number of unwelcome calls that enter the service system, and also better meet the needs of frequent callers who may not be best served by our current practice model. 'Payments to Centres' also include funding for our core business programs of paid overnight and weekend shifts and online Crisis Support Chat services—together these totalled \$4.325 million in FY17.

Records indicate that Consultant and IT costs were up \$0.408 million (10.1%) on FY16. This increase largely reflects additional in-kind donation support received in FY17 to support IT infrastructure across the Lifeline Centre network as well as consultancy to deliver the establishment of Lifeline Direct Ltd. Disregarding in-kind support, spend on Consultants has remained stable over the two years.

Financial position

As at 30 June 2017 Cash and Cash Equivalents total \$9.297 million, an overall increase of \$2.894 million on the same position last year. This increase largely reflects Australian Government funding instalments received at year end for DV-alert and the Text4Good project. These instalments also explain the large increase to our Unearned Revenue (Current Liability) position.

Our Financial Assets have also increased \$0.672 million (55.8%) over the course of FY17 reflecting the Board's decision to continue to direct funds to managed investments to maximise returns whilst operating within the policy of financial prudence.

Plant and Equipment and Intangible Asset holdings have also increased on FY16 by \$0.779 million (204.7%) predominantly reflective of purchases and in-kind donation support to equip our new Canberra and Sydney offices.

Government funding agreements

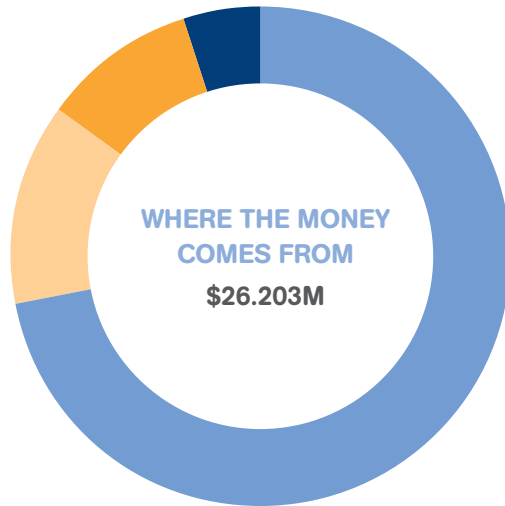
Lifeline Australia has secured the following funding to enable continuity of our vital crisis support services:

GRANT	AMOUNT	EXPIRY
Lifeline Crisis Line & Information Services	\$18.757 million	30 June 2019
DV-alert	\$12.640 million	30 June 2019
NSW Department of Health Grants	\$6.202 million	30 June 2019
Text4Good	\$1.000 million	30 June 2019
Financial Wellbeing and Capability Program	\$0.464 million	30 June 2018
Health Peak and Advisory Bodies	\$0.350 million	30 June 2019
Suicide Prevention: Tasman Bridge	\$0.105 million	30 June 2020

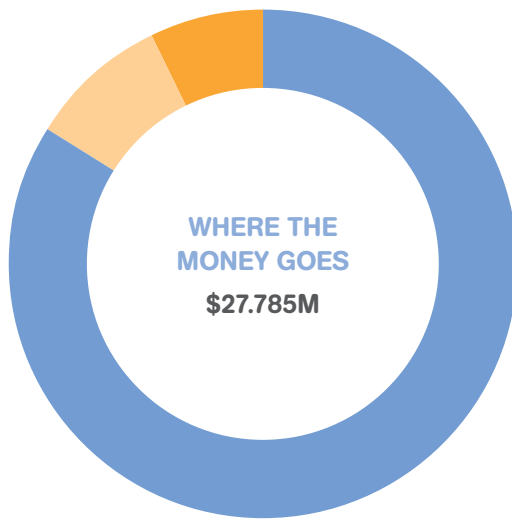
Cost ratios

	FY17	FY16	FY15	FY14	FY13
Program Expenditure Ratio	84%	83%	83%	81%	80%
Cost of Fundraising Ratio	43%	46%	41%	54%	68%
Cost of Administration Ratio	7%	5%	5%	6%	6%

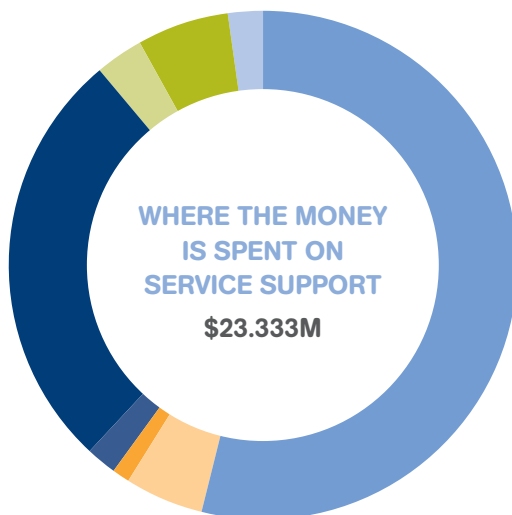
Snapshot FY17



- Government grants 72%
- Community support 13%
- Corporate Support 10%
- Other income 5%



- Service support 84%
- Fundraising & promotion 9%
- Administration 7%



- 13 11 14 service 54%
- Online Chat 5%
- Text4Good 1%
- Helplines 2%
- Other services, community engagement, advocacy & evaluation, retail 27%
- Governance 3%
- Better Connected Lifeline 6%
- Foundation 2%

The program expenditure ratio is the total amount spent on our service programs, including crisis support services, governance and support for our Members, and research and advocacy, expressed as a percentage of total expenditure.

The cost of fundraising ratio is the total amount spent on public fundraising expressed as a percentage of revenue from individual, community and corporate sectors. It excludes funding and costs related to grant and contract funded programs.

The cost of administration ratio is the total amount spent on administration and accountability expressed as a percentage of total expenditure.

Five-year financial results at a glance

	FY17	FY16	FY15	FY14	FY13
	\$	\$	\$	\$	\$
INCOME					
Government funding	19,012,907	16,675,480	14,507,145	14,644,893	14,730,192
Community & individual support	3,435,291	4,838,378	4,277,350	3,783,386	3,249,583
Corporate support	2,523,590	1,698,876	2,201,404	1,464,269	1,514,311
Other	1,232,014	2,248,653	1,728,085	1,756,469	3,520,930
Total revenue	26,203,802	25,461,387	22,713,984	21,649,017	23,015,016
USE OF FUNDS					
13 11 14 service	12,549,742	12,075,750	11,227,364	10,995,041	12,402,116
Online Crisis Support Chat service	1,301,033	1,211,145	1,348,931	939,881	729,706
Text4Good	234,735				
Helplines—DVSA, CIH, Gap Park, eheadspace	424,727	525,590	483,223	511,471	472,400
Other services, community engagement, advocacy & evaluation, retail	6,438,506	4,262,522	2,758,890	3,649,852	3,541,345
Better Connected Lifeline	1,345,037	1,290,302	896,439		
Governance & accreditation	677,248	779,294	1,023,080	803,366	768,710
Lifeline Research Foundation	362,796	450,805	345,752	358,243	318,910
Fundraising & promotion	2,584,339	3,022,488	2,686,991	2,847,690	3,240,892
Administration	1,867,038	1,312,520	1,130,214	1,203,784	1,273,064
Total expenditure	27,785,202	24,930,416	21,900,882	21,309,329	22,747,143
Surplus	(-1,581,400)	530,972	813,102	339,688	267,873

Concise Financial Report

FOR THE FINANCIAL YEAR
ENDED 30 JUNE 2017

CONTENTS

Directors' Report
Independent Audit Report
Auditor's Independence Declaration
Directors' Declaration
Statement of Comprehensive Income
Statement of Financial Position
Statement of Changes in Equity
Statement of Cash Flows
Notes to the Concise Financial Report

DIRECTORS' REPORT

The directors present this report, together with the financial statements, on the company for the financial year ended 30 June 2017.

DIRECTORS

The names of each person who has been a director during the year and to the date of this report are:

Mr John Brogden AM	Dr Robyn Clough
Mrs Annie Corlett AM (to 05/05/2017)	Rev Geoff Flynn
Mr Grant Foster	Mr Robert Gilkes (to 18/07/2016)
Ms Samantha Klintworth	Mr Geoffrey McClellan
Mr Bruce Mansfield	Ms Tessa Marshall (to 31/01/2017)
Ms Jacinta Munro	Mrs Sheryl Weil
Mr Tony Windever	

INFORMATION ON DIRECTORS

MR JOHN BROGDEN AM Chairman

(Director since 02/11/ 2012)

Director qualifications: MPA; FAICD

Experience: John is the Chairman of Landcom and Furlough House Retirement Village. John is also the Patron of Kookaburra Kids, Sailability Pittwater, Bilgola Surf Lifesaving Club and Avalon Beach Surf Lifesaving Club. From 2015 to 2017 John was the Managing Director & Chief Executive Officer of the Australian Institute of Company Directors (AICD) and prior to that, CEO of the Financial Services Council and Manchester Unity. From 1996 to 2005 John was the Member for Pittwater in the NSW Parliament and was Leader of the Opposition from 2002 to 2005. In January 2014, John was made a Member of the Order of Australia (AM) for significant service to the community through representational roles with social welfare organisations, particularly Lifeline, to the business and financial sectors and to the Parliament of New South Wales.

DR ROBYN CLOUGH

(Director since 05/11/2011)

Director qualifications: PhD (USyd);
BA (Hons); GAICD

Experience: Robyn was elected to the Board in November 2011. She was a director of the Board of Lifeline Canberra from 2005 to 2011 and Board President from 2009. Robyn also worked as a Telephone Crisis Supporter for five years. Robyn has extensive experience in research and project development across the public, community and private sectors.

MRS ANNIE CORLETT AM

(Director since 05/11/2011 to 05/05/2017)

Director qualifications: BEc Sydney, MAICD.

Experience: Annie has extensive business experience in the financial services sector as well as Company Secretary and Executive Director of publicly listed mining companies. Annie was previously President of the University of Sydney Alumni Council. Currently Annie is a University Senate appointed member of the Sydney University Sport & Fitness Management Committee, a member of the External Advisory Committee for the Dept. of Government and International Relations and a member of the Alumni Council Volunteer Management Committee. Annie is an accredited Lifeline Telephone Crisis Supporter, Facilitator and In-Shift Supervisor.

REV GEOFF FLYNN

(Director since 17/02/2016)

Director qualifications: BE (Communications)
BD MA (Pastoral Supervision)

Experience: Geoff is currently the Minister/ Executive Officer of the Wollongong Mission of The Uniting Church in Australia which has a long history of supporting persons in crisis through Lifeline South Coast and its Wesley Community Centre. Geoff has 22 years' experience serving in leadership positions within the Church including the NSW/ACT Boards of the UCA Synod and Uniting NSW/ACT.

Geoff is passionate about promoting mental health, and is an experienced Defence and Mental Health Chaplain, and Clinical Pastoral Educator. He has a strong interest in Public Theology and the integration of Christian proclamation and community service.

MR GRANT FOSTER

(Director since 20/07/2015)

Director Qualifications: MBA, MAICD

Experience: Grant Foster was appointed to the Board in July 2015. Grant is one of the founding directors of strategic consultancy Ellis Foster McVeigh and an Adjunct Faculty Member at the Macquarie Graduate School of Management. He has held senior marketing roles in Australia, US and European listed technology businesses and is one of Australia's leading consultants in business and brand strategy, working with clients in Australia, New Zealand, Asia and United Kingdom. Grant has an MBA from Bond University, has completed the Executive Program at Stanford University and is a member of the Australian Institute of Company Directors (MAICD).

MR ROBERT GILKES

(Director since 05/11/2011 to 18/07/2016)

Experience: Bob is a former Executive Director of UnitingCare Communities. 29 years of experience in the disability, aged care and community services sector. Former Director of Organisational Development and Regional Director for Blue Care and has also worked for Health and Human Services as Director of Child, Youth and Family Support as well as other executive roles within the Tasmanian Government.

MS SAMANTHA KLINTWORTH

(Director since 18/07/2016)

Director Qualifications: LLB, Bachelor of Psychology, Grad Diploma in Psychology, GAICD, MBA

Experience: Samantha is an accomplished leader and strategic professional developed over 26 years predominately in the child and family, community, health and not for profit sector. She has worked in a variety of contexts, run her own private practice and is highly motivated to achieve tangible results for the organisations with which she works. Samantha has particular expertise in clinical and operational governance in child and family services, mental health environments, working cross culturally, clinical psychological and community environments, strategy development, delivery of high quality client services, and exceptional people and leadership skills.

Samantha is a registered Psychologist, registered Dispute Resolution Practitioner, has a Bachelor of Law, Post Graduate qualifications in Human Services, Management and Company Directorship and is an experienced executive. She stands out for delivering and implementing large scale and high level change programs in collaboration with other executives.

MR GEOFFREY MCCLELLAN

(Director since 17/10/2011)

Director qualifications: BEc (Sydney); LLB (Sydney)

Experience: Geoff has over 30 years' experience as a commercial lawyer. He was the Chairman of the board of a major Australian Law firm for six years and held senior global management roles with an international law firm for five years. Geoff was a Board member Australian Centre for International Commercial Arbitration for three years.

MR BRUCE MANSFIELD

(Director since 19/04/2013)

Director qualifications: BCom, MAICD, F Fin.

Experience: Bruce has substantial board experience in the corporate, industry and NFP sectors, most notably on the Save the Children Australia Limited and Tourism Task Force Advisory Boards, and has been a Lifeline Australia Board member since April 2014, serving also on the Audit & Risk Committee over this period. Bruce's corporate experience over the past 30 years includes the retail petroleum, data processing, information technology and payments industries in Australia, New Zealand, Asia Pacific and Central Europe, Middle East and African geographies. Until September 2017, Bruce was Managing Director of eftpos Payments Australia Limited—a business that processes more than 2 billion payment transactions representing \$130 billion annually. Bruce joined The Minderoo Foundation, the private philanthropic efforts of Andrew and Nicola Forrest, as Chief Operating Officer for two of its key areas of focus, eliminating cancer worldwide and indigenous affairs/welfare reform.

MS. TESSA MARSHALL

(Director since 07/11/2014 to 31/01/2017)

Director qualifications: MAICD, Bachelor of Economics, Grad Diploma in Marketing, Grad Diploma in Psychology, Cert IV in Workplace Training, various psychometric profiling accreditations

Experience: Tessa had 17 years' volunteering with Lifeline and a similar timeframe running her own Practice as a Leadership and Career Coach, Corporate Trainer consulting to some of Australia's largest organisations & Relationship Counsellor. Tessa previously spent 15 years in corporate management spanning marketing, HR and consulting functions. Prior to joining the National Lifeline Board, she was on the Board of Lifeline Harbour to Hawkesbury (H2H) for 9 years, chairing the Board Human Resources Committee. She was a voluntary personal counsellor, gambling counsellor and support group facilitator at H2H. She was a telephone counsellor and in shift support supervisor and domestic violence line supervisor prior to this.

MS JACINTA MUNRO

Deputy Chair

(Director since 16/04/2013)

Director qualifications: BBus (Accounting), CA, GAICD.

Experience: Jacinta is a Chartered Accountant with over 25 years' experience with KPMG, with over 15 years as Partner. She currently has the dual role of Partner responsible for Regulatory Compliance and Sector Leader for Wealth Management. Her experience spans audit, governance, compliance and risk advisory services and she has extensive experience working with Boards. She is a graduate and member of the AICD, and is a key figure in the investment management industry in Melbourne.

MRS SHERYL WEIL

(Director since 29/11/2013)

Director qualifications: GAICD

Experience: Sheryl is an Executive Director at Macquarie Bank Ltd and holds the role of Head of Service and Operations for the Banking and Financial Services Division. Sheryl has substantial and in depth experience within the financial services sector and, in particular, with back office operations and client service provision. Sheryl is a graduate member of the AICD. Sheryl is also involved with The BIG Issue,

MS Australia and Oz Harvest. Sheryl was a longstanding board member of the Macquarie Group Foundation and was also on the board of directors for Schizophrenia Research Institute.

MR TONY WINDEVER

(Director since 21/08/2017)

Director qualifications: BEc.

Experience: Tony joined the Board in September 2017. He is the vice president and managing director for Unisys Asia Pacific. Tony has successfully led IT services organisations in the Asia Pacific region to significant growth through the development, sales, marketing and delivery of innovative new solutions and service channels. Before joining Unisys in December 2015, Tony held executive leadership roles with Adobe Systems and Dell Inc. Tony began his career at Westpac Banking Corporation.

BOARD and COMMITTEE MEMBERSHIP

Board Chair—Mr John Brogden AM (from 02/11/2012)

Board Deputy Chair—Ms Jacinta Munro (from 18/11/2016)

AUDIT AND RISK COMMITTEE

Chair—Mr Bruce Mansfield (from 19/04/2013).

Membership—Ms Jacinta Munro (from 16/04/2013), Ms Teresa Dyson (co-opted from 23/04/2013), Mr Samuel Hinchliffe (co-opted from 22/04/2015), Ms Tessa Marshall (from 20/07/2015 to 31/01/2017), Mr Geoffrey McClellan (from 01/07/2017).

GOVERNANCE COMMITTEE

Chair—Mr Geoffrey McClellan (from 06/07/2012).

Membership—Mr Robert Gilkes (from 16/12/2011 to 18/07/2016), Ms Lindy Tallis (co-opted from 29/01/2013), Rev Geoff Flynn (from 18/02/2016), Ms Samantha Klintworth (from 18/07/2016).

FUNDING AND SUSTAINABILITY COMMITTEE

Chair—Mrs Annie Corlett AM (from 20/07/2015 to 05/05/2017), position vacant as at 05/05/2017 as the Committee has not met since 05/05/2017.

Membership—Mr Bruce Mansfield (from 09/09/2015), Ms Kate Brown (co-opted from 12/03/2014), Mr Taine Mouffarige (co-opted from 19/03/2014), Ms Eve Brown (co-opted from 04/01/2015), Mr Grant Foster (from 20/07/2015).

SERVICE COMMITTEE

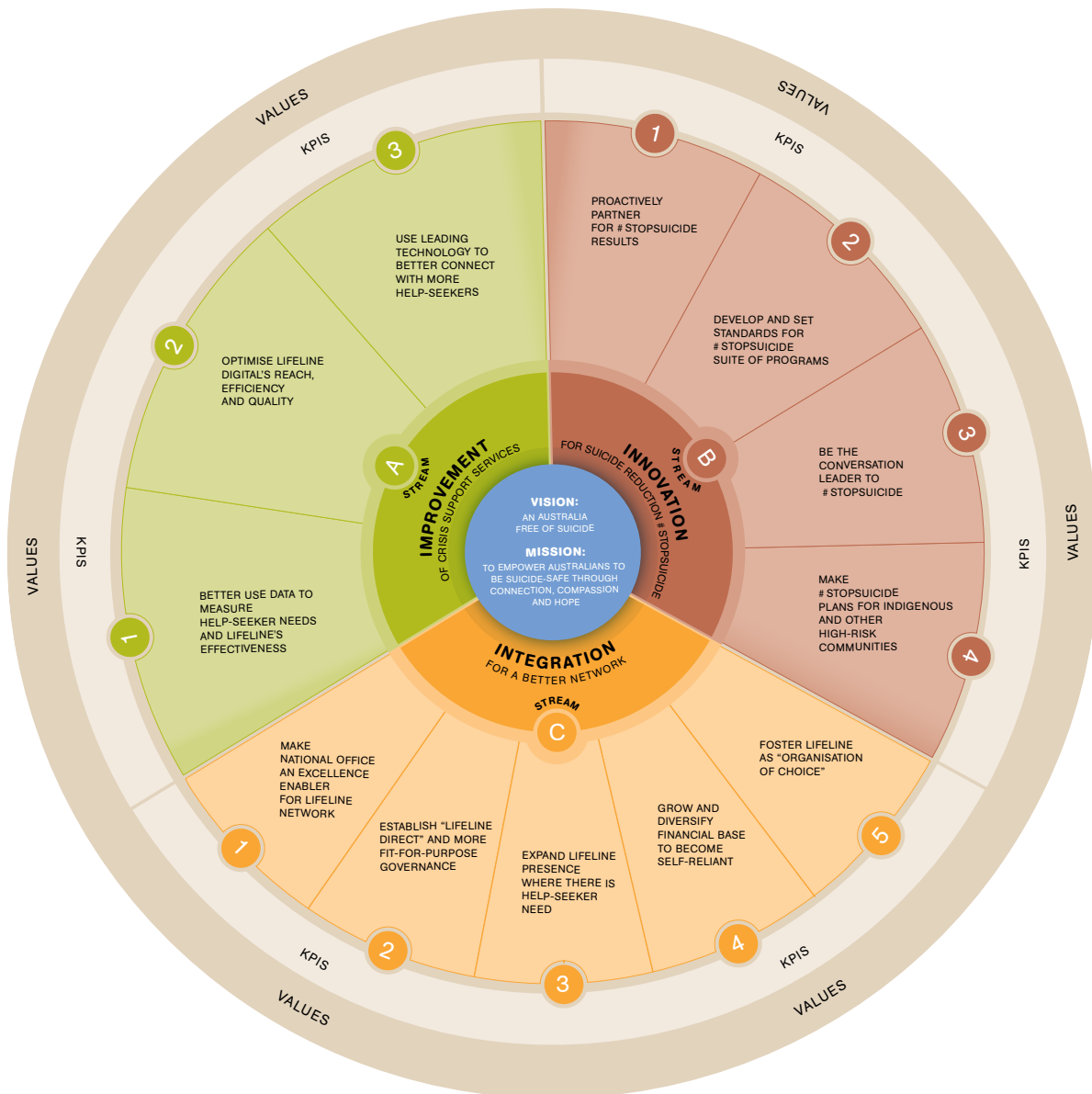
Chair—Mrs Sheryl Weil (from 20/07/2015)

Membership—Dr Robyn Clough (from 01/02/2013), Mrs Annie Corlett AM (from 01/02/2013 to 05/05/2017; co-opted from 22/06/2017), Mr Geoffrey Robinson (co-opted from 13/02/2013), Mrs Sheryl Weil (from 29/11/2013 to 19/07/2015), Mr Tony Windever (from 21/08/2017).

MEMBERS

As at 30 June 2017 there were 20 members of Lifeline Australia (2016: 22). If the company was wound up, each member would be required to contribute \$2.

LIFELINE'S STRATEGIC FRAMEWORK



The Strategic Framework outlined above has been developed for the three years to 2019. The strategy details Lifeline's plan to grow as an organisation to help more people. This strategy was produced with our vision of a suicide-free Australia in mind—which means to save more lives and connect with more people.

Lifeline Australia sought ideas and feedback to shape our strategy moving forward. Our commitment to co-design and cooperation across the Lifeline network has meant that this strategy has truly been created with help-seeker and community needs in focus.

Community engagement is at the core of what Lifeline does. The strategy leverages our considerable community footprint together with our digital services approach in order to reach more help-seekers. Whilst the strategy represents necessary change, Lifeline remains grounded in its history of charitable and compassionate values and recognises the need to balance empathy with effectiveness.

The strategy is followed by a separate implementation plan formulated each year, to ensure progress and performance against the strategic objectives. We now have a real plan for the future to enable our organisation to tackle the national emergency of rising suicide rates.

PRINCIPAL ACTIVITIES AND ALIGNMENT WITH OBJECTIVES

Lifeline Australia is a company limited by guarantee with 20 Members. Lifeline Australia accredits Member organisations to enable them to provide national Lifeline services, which are presently telephone and online chat crisis support, suicide prevention programs and the Lifeline Information Service.

Lifeline Australia provides service infrastructure and support to Member organisations in the operation of national Lifeline services, particularly through the provision of virtual contact centre technology.

Lifeline Australia has an active Research Foundation which supports research and evaluation related to telephone and online chat crisis support services, as well as community based suicide prevention, drawing together academic and experts and service program managers. Information stemming from these activities allows us to represent the needs and interests of our Members by contributing to public policy and the development of effective services in Australia related to suicide prevention and the promotion of emotional wellbeing.

Lifeline Australia has responsibility for the protection and management of the Lifeline Trade Marks on behalf of its Members and undertakes national marketing and fundraising activities to foster financial support for national services and to promote the work of its Members in the general community.

PERFORMANCE MEASURES

Lifeline Australia measures and reports on both financial and non-financial data to the Board. The financial reports provide information pertaining to performance against budgets and viability of the organisation. The non-financial measures include information on National Service performance, progress on strategic projects, work health & safety, statutory and regulatory obligations, compliance matters, and human resource matters.

OPERATING RESULT

The net result of operations of Lifeline Australia for the year ended 30 June 2017 was an operating deficit (excluding other comprehensive income) of (\$1,581,400) (2016: \$530,972 surplus).

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

On 11 April 2017, Lifeline Australia established Lifeline Direct Ltd as a wholly owned subsidiary company. Lifeline Direct Ltd is a company Limited by Guarantee. If Lifeline Direct Ltd was wound up, Lifeline Australia would be required to contribute \$2. In establishing Lifeline Direct Ltd on 1 July 2017, the entity absorbed the operations of four Lifeline Centres (previously owned and operated by Lifeline Australia Members). Lifeline Direct Ltd delivers crisis support and suicide prevention services from several locations including Newcastle, Hunter, Central Coast, Northern Rivers (NSW) and South West Victoria. The entity also operates twenty-four Op-Shops. Lifeline Direct Ltd is governed by a Board of Directors. Three of the five directors are also directors of Lifeline Australia's Board. Lifeline Direct Ltd commenced operations on 1 July 2017.

DIVIDENDS PAID OR RECOMMENDED

The company is limited by guarantee and is prohibited by its objects from distributing its surplus to its Members. Accordingly, no dividend has been paid or declared for the year by the company since the end of the previous financial year and up to the date of this report.

AFTER BALANCE DATE EVENTS

No matters have occurred subsequent to balance date that require disclosure other than those listed at Future Developments below.

FUTURE DEVELOPMENTS

Lifeline received \$1,500,000 in FY17 from the Federal Government to deliver a proof of concept trial of a text based crisis support service known as Text4Good. A further \$1,000,000 will be provided in FY18.

Text4Good will allow Lifeline Australia to extend its reach and impact on help seekers.

ENVIRONMENTAL ISSUES

The company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

MEETINGS OF DIRECTORS

During the financial year, eight meetings of directors were held. Attendance by each director was as follows:

	Number eligible to attend	Number attended
Mr John Brogden AM	8	6*
Dr Robyn Clough	8	7
Mrs Annie Corlett AM	8	7
Rev Geoff Flynn	8	7
Mr Grant Foster	8	8
Mr Robert Gilkes	0	0
Ms Samantha Klintworth	8	7
Mr Geoffrey McClellan	8	4**
Mr Bruce Mansfield	8	8
Ms Tessa Marshall	5	1***
Ms Jacinta Munro	8	8
Mrs Sheryl Weil	8	7

* For the avoidance of doubt, Mr John Brogden was granted a leave of absence from the Lifeline Australia Board on 2 December 2016.

** For the avoidance of doubt, Mr McClellan was granted a leave of absence from the Lifeline Australia Board on 11 December 2015. The leave of absence was only in lieu of Board meetings that Mr McClellan was unable to attend whilst in the UK.

*** For the avoidance of doubt, Ms Tessa Marshall was granted a leave of absence from the Lifeline Australia Board on 10 October 2016.

INDEMNIFICATION OF AUDITORS AND OFFICERS

The Company has not, during or since the financial year, in respect of any person who is or has been an officer or auditor of the company or a related body corporate, indemnified or made any relevant agreement for indemnifying against a liability, including costs and expenses in successfully defending legal proceedings.

During the financial year, Lifeline Australia paid premiums to insure the directors and officers. The confidentiality provisions of the policy prevent the disclosure of the premiums paid and the nature of the cover provided.

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration in accordance with Section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* for the year ended 30 June 2017 has been received and is set out on the following page.

Signed in accordance with a resolution of the Board of Directors.



.....
John Brogden
Director



.....
Bruce Mansfield
Director

Dated this 13th day of October 2017



RSM Australia Partners

Equinox Building 4, Level 2, 70 Kent Street Deakin ACT 2600

GPO Box 200 Canberra ACT 2601

T +61 (0) 2 6217 0300

F +61 (0) 2 6217 0401

www.rsm.com.au

INDEPENDENT AUDITOR'S REPORT ON THE CONCISE FINANCIAL REPORT

TO THE MEMBERS OF

LIFELINE AUSTRALIA LIMITED

Opinion

We have audited the Concise Financial Report of Lifeline Australia Limited, which comprises the Statement of Financial Position as at 30 June 2017, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, and related notes, derived from the audited financial report of Lifeline Australia Limited (the Company), for the year ended 30 June 2017.

In our opinion, the accompanying Concise Financial Report complies with Accounting Standard AASB 1039 Concise Financial Reports.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities section of our report. We are independent of the Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the concise financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Concise Financial Report

The Concise Financial Report does not contain all the disclosures required by the Australian Accounting Standards. Reading the Concise Financial Report and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The Concise Financial Report and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 18 October 2017.

THE POWER OF BEING UNDERSTOOD **AUDIT | TAX | CONSULTING**

RSM Australia Pty Ltd is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM Australia Pty Ltd ABN 65 319 382 479

Liability limited by a scheme approved under Professional Standards Legislation

Responsibilities of the Directors for the Concise Financial Report

The Directors of the Company are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports*, and the Corporations Act 2001, and for such internal control as management determines is necessary to enable the preparation of the Concise Financial Report.

The Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the Concise Financial Report, complies in all material respects, with AASB 1039 *Concise Financial Reports* based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*

RSM Australia Partners

RSM AUSTRALIA PARTNERS



Canberra, Australian Capital Territory
Dated: 18th October 2017

RODNEY MILLER
Partner

RSM Australia Partners

Equinox Building 4, Level 2, 70 Kent Street Deakin ACT 2600
GPO Box 200 Canberra ACT 2601

T +61 (0) 2 6217 0300
F +61 (0) 2 6217 0401

www.rsm.com.au

AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report of Lifeline Australia Limited for the year ended 30 June 2017, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

RSM Australia Partners

RSM AUSTRALIA PARTNERS

A handwritten signature in black ink, appearing to read "Rodney Miller".

Canberra, Australian Capital Territory
Dated: 18th October 2017

RODNEY MILLER
Partner

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

RSM Australia Pty Ltd is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM Australia Pty Ltd ABN 65 319 382 479

Liability limited by a scheme approved under Professional Standards Legislation

DIRECTORS' DECLARATION


The Directors of the Company declare that:

1. The accompanying concise financial report and notes of Lifeline Australia Limited:
 - a) has been derived from, and is consistent with, the full financial report for the year ended 30 June 2017; and
 - b) complies with Accounting Standard AASB 1039 *Concise Financial Reports*.

2. This declaration is made in accordance with a resolution of the Board of Directors.



.....
John Brogden
Director



.....
Bruce Mansfield
Director

Dated this 13th day of October 2017

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2017**

	2017	2016
	\$	\$
Revenue		
<i>Operating activities:</i>		
Grants	19,092,907	16,946,972
Corporate sponsorships	302,159	1,037,316
Donations and bequests received	4,453,935	4,674,313
Sale of services	453,999	728,865
Sale of merchandise	4,114	1,948
Resources received free of charge	966,157	653,355
	<u>25,273,271</u>	<u>24,042,769</u>
<i>Other revenue:</i>		
Affiliation Fees	476,030	464,483
Interest and dividends	249,184	270,937
Other revenue	262,902	685,395
	<u>988,116</u>	<u>1,420,815</u>
Other gains/(losses)	<u>(53,987)</u>	<u>(442)</u>
Total income	26,207,400	25,463,142
Purchase of goods for resale	<u>(3,598)</u>	<u>(1,754)</u>
Gross operating surplus for the year	<u>26,203,802</u>	<u>25,461,388</u>
Expenses		
Employee benefits expenses	(6,545,085)	(6,209,932)
Consultants, subcontractors and IT costs	(4,435,224)	(4,027,717)
Depreciation and amortisation	(298,898)	(363,162)
Bad and doubtful debts expense	(16,139)	(9,648)
Occupancy costs	(306,365)	(291,445)
Marketing and communications	(679,496)	(534,814)
Meeting and travel costs	(835,476)	(734,262)
Other administrative costs	(1,086,663)	(1,037,746)
Payments to Lifeline Centres	(11,980,151)	(10,132,917)
Telecommunications	(1,601,705)	(1,588,773)
Total expenses	<u>(27,785,202)</u>	<u>(24,930,416)</u>
Net current year (deficit) / surplus	<u>(1,581,400)</u>	<u>530,972</u>
Other comprehensive income		
Fair value remeasurement gains / (losses) on available for sale financial assets	<u>25,577</u>	<u>(13,803)</u>
	25,577	(13,803)
Total comprehensive income for the year	<u>(1,555,823)</u>	<u>517,169</u>

The accompanying notes form part of these financial statements.

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2017**

	2017	2016
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	9,296,739	6,402,703
Receivables	357,395	539,602
Inventories	19,007	17,670
Other current assets	434,435	434,807
TOTAL CURRENT ASSETS	<u>10,107,576</u>	<u>7,394,782</u>
NON CURRENT ASSETS		
Financial assets	1,876,992	1,204,944
Plant and equipment	794,103	205,096
Intangible assets	364,873	175,275
TOTAL NON CURRENT ASSETS	<u>3,035,968</u>	<u>1,585,315</u>
TOTAL ASSETS	<u>13,143,544</u>	<u>8,980,097</u>
LIABILITIES		
CURRENT LIABILITIES		
Payables	2,850,661	1,501,679
Provisions	436,805	351,270
Unearned revenue	4,840,411	728,024
TOTAL CURRENT LIABILITIES	<u>8,127,877</u>	<u>2,580,973</u>
NON-CURRENT LIABILITIES		
Provisions	243,490	71,124
TOTAL NON CURRENT LIABILITIES	<u>243,490</u>	<u>71,124</u>
TOTAL LIABILITIES	<u>8,371,367</u>	<u>2,652,097</u>
NET ASSETS	<u>4,772,177</u>	<u>6,328,000</u>
EQUITY		
Retained Surplus	4,760,403	6,341,803
Reserves	11,774	(13,803)
TOTAL EQUITY	<u>4,772,177</u>	<u>6,328,000</u>

The accompanying notes form part of these financial statements.

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2017**

	Retained surplus	Financial Assets Reserve	Total
2016			
Opening balance at 1 July	5,810,831	-	5,810,831
Net surplus / (deficit) for the year	530,972	-	530,972
Other comprehensive income for the year	-	(13,803)	(13,803)
Closing balance at 30 June	<u>6,341,803</u>	<u>(13,803)</u>	<u>6,328,000</u>
2017			
Opening balance at 1 July	6,341,803	(13,803)	6,328,000
Net surplus / (deficit) for the year	(1,581,400)	-	(1,581,400)
Other comprehensive income for the year	-	25,577	25,577
Closing balance at 30 June	<u>4,760,403</u>	<u>11,774</u>	<u>4,772,177</u>

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2017**

	2017 \$	2016 \$
CASH FLOW FROM OPERATING ACTIVITIES		
Cash receipts from operations	28,378,919	21,809,819
Donations received	4,651,995	4,669,387
Interest received	266,350	195,826
Dividends received	36,214	19,254
Merchandise sales	3,190	18,479
Payments to suppliers and employees	<u>(28,717,562)</u>	<u>(25,957,782)</u>
Net cash generated from/(used in) operating activities	<u>4,619,106</u>	<u>754,983</u>
CASH FLOW FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(780,363)	(107,013)
Payments for intangible assets	(297,489)	(129,775)
Payments for available for sale assets	(929,034)	(1,310,994)
Proceeds from disposal of plant and equipment	-	75
Proceeds from disposal of available for sale assets	<u>281,816</u>	<u>93,838</u>
Net cash used in investing activities	<u>(1,725,070)</u>	<u>(1,453,869)</u>
Net increase/(decrease) in cash held	2,894,036	(698,886)
Cash and cash equivalents at beginning of the financial year	6,402,703	7,101,589
Cash and cash equivalents at the end of the financial year	<u>9,296,739</u>	<u>6,402,703</u>

The accompanying notes form part of these financial statements.

NOTES TO THE CONCISE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017**NOTE 1. Basis of Preparation of the Concise Financial Report**

The concise financial report of Lifeline Australia (the Company) is an extract from the full financial report for the year ended 30 June 2017. The concise financial report has been prepared in accordance with Accounting Standards AASB 1039: Concise Financial Reports, and the *Australian Charities and Not-for-profit Commission Act 2012* (Cth).

The financial statements, specific disclosures and other information included in the concise financial report are derived from, and are consistent with, the full financial report of the Company. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of the Company as the full financial report. A copy of the full financial report and auditor's report will be sent to any member, free of charge, upon request.

The presentation currency used in this concise financial report is Australian dollars.

NOTE 2. DISCUSSION AND ANALYSIS OF THE FINANCIAL STATEMENT

This discussion and analysis is provided to assist Members in understanding the concise financial report. The discussion and analysis is based on the Company's financial statements and the information contained in the concise financial report has been derived from the full financial report of Lifeline Australia.

Statement of Comprehensive Income

The current year deficit (including other comprehensive income) for the year to 30 June 2017 is $-\$1,555,823$ compared to a surplus of $\$517,169$ in the preceding financial year. A conscious decision was made that Lifeline Australia would run a deficit in FY17 to support ABC strategy progression including the implementation and establishment of Lifeline Direct Ltd. A shortfall in fundraising income in FY17 also contributed to the deficit.

Overall total income for the year was $\$26,207,400$ – this being an increase of $\$744,258$ (+2.9%) on 30 June 2016 results. Grant income increased $\$2,145,935$ (12.7%) on the preceding year: Lifeline Australia has been able to secure additional funding under the National Initiatives Program for our Domestic Violence (DV Alert) Activity. In addition, the Company commenced a pilot program to deliver crisis services via text modality; this initiative being grant funded by the Commonwealth Department of Health. Corporate sponsorship declined in FY17 by $\$735,157$ (-70.9%) when compared to FY16. After many years of very generous support two corporate sponsors have elected to direct their funds to alternative causes to better align with their changing corporate objectives. Other revenue is also under FY16 results by $\$422,493$ (-61.6%), this being largely reflective of fewer Chairman's fundraising luncheons being held in FY17 and changing circumstances surrounding the business administration of the Black Dog Ride raffle event.

Total expenses for the year were $\$27,785,202$, an increase of $\$2,854,786$ (11.5%) on the preceding year. The largest increase was in the Payments to Centres account stream which increased by $\$1,847,234$ (18.2%) on FY16. This predominantly reflects the large increase, and associated deliverables, attached to the DV Alert funding agreement. In addition, Project Safeguard initiatives including call monitoring and frequent caller trials accounted for an additional $\$176,500$ in Centre Payment costs. Implementation costs of $\$1,345,037$ were also incurred in structural reform costs and the establishment of Lifeline Direct Limited, a wholly owned subsidiary of Lifeline Australia – these additional costs are largely reflected in the Employee Expense, Consultancy and Other Administrative Costs expense account line items.

Statement of Financial Position

Total assets increased by $\$4,163,447$ to $\$13,143,544$ representing an increase of 46.4%. Cash and Cash Equivalents increased in FY17 largely reflecting Government grant funding received towards year end which was unable to be fully expended prior to 30 June 2017. The Company's total assets also include $\$1,876,992$ in financial assets – this being an increase of $\$672,048$ (55.8%) on FY16 as the Board agreed to expand investment in listed securities, fixed interest and managed funds to maximise tax effective income whilst maintaining conservation of capital. There has also been an increase in the recognised value of Plant and Equipment, this largely being as a result of fitout investment to the new Sydney and Canberra offices.

**NOTES TO THE CONCISE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2015****NOTE 2. DISCUSSION AND ANALYSIS OF THE FINANCIAL STATEMENT (CONTINUED)**

Total Liabilities increased by \$5,719,270 to \$8,371,367 predominantly reflecting the increase to Unearned Revenue as a result of the aforementioned grant payments received towards year end. Payables also increased by \$1,348,982 (89.8%) reflecting increased project activity towards the end of the year particularly with the DV Alert program stream. Non-current provisions have also increased by \$172,366 on the prior year which mainly reflects makegood recognition at both the Sydney and Canberra offices.

As at 30 June 2017 Lifeline Australia's Net Assets are \$4,772,177.

Statement of Changes in Equity

The retained surplus decreased by \$1,581,400 being the addition of the net deficit for the year.

Statement of Cash Flows

Cash flows indicate both increased receipts and payments relative to FY16. An increase in operating cash flows occurred primarily through an increase in grant funding related to the expansion of the DV alert program and the Government grant support provided for the Text4Good pilot program. Increased expenditure reflects additional expenditure on Centre Payments enabling service delivery, implementation and establishment of the Lifeline Direct Ltd subsidiary company, and the expansion of the Financial Assets portfolio.



Thank you

Our funders, donors and supporters form a valued part of the Lifeline community and play a vital role in helping us save lives. We acknowledge and thank them for their support.

Government

- Australian Government—
Department of Health
- Australian Government—
Department of Social Services
- NSW Ministry of Health
- Tasmanian Government—
Department of Health and
Human Services
- Northern Territory Government—
Department of Health

Major Donors

- Bruce Saint
- Benjamin Vance
- Eileen Thompson
- Elizabeth Phillips
- Elizabeth Taylor
- Geoff Drummond
- Guy Russo
- Ian Lupton
- Ian Palmer
- Janet Boyle
- John Cornish
- Nga Vu
- Patricia Griffin
- Taine Moufarrige

- The Busby Family Fund
- Thelma Hunt
- Travis Dillon
- Victor Fotinos—In memory of
Chris Fotinos
- Wendy Tonkin

Corporate

- AccorHotels Pacific
- ALS Limited
- Conexus Financial
- Department of Human Services
Social Link Committee
- Ethan Group
- Gene Pty Ltd
- Godolphin Australia Pty Ltd
- HCF Australia
- Heatons Nursery
- Insurance Australia Group
- Lions Club of Reservoir
- Mount Pleasant Baptist Church
- Network Ten Limited
- NRL—National Rugby League
Limited
- PAYCE Management Pty Ltd
- Perpetual

- Port Authority of NSW
- Prime Super
- Ruralco
- Savage, Barker and Backhouse
- Servcorp
- Stacks of Snacks
- Swann Insurance
- Swiss Reinsurance Company Ltd
- Toga Pty Ltd
- Woolworths

Community Fundraising

- Black Dog Ride
- Liptember

Trusts and Foundations

- ACME Foundation
- Bridging Hope Charity
Foundation
- Camceda Pty Ltd ATF The
Roberts Family Foundation
- Count Charitable Foundation
- Crown Resorts Foundation PAF
- Emorgo Foundation
- Fair World Foundation
- Fitzpatrick Financial Group
Foundation

- Grenet Foundation Ltd as Trustee For Merrin Foundation
- IAG Foundation
- JB Were Charitable Foundation
- Macquarie Group Foundation
- PAYCE Foundation
- Scrimshaw Foundation
- The Buildcorp Foundation
- The CW & AM Drew Family Trust

Workplace Giving

- AECOM
- AIMIA
- AMP Foundation Charitable Trust
- ASIC (Australian Securitisation and Investment Commission)
- Atlas Programmed—Marine
- Australia Post
- Australian Federal Police—AFP
- Australian Securities Exchange—ASX
- Australian Unity Home Care Services
- Baker & McKenzie
- BP Australia
- Cancer Council
- Citi Australia
- CSL Ltd
- Defence Materiel Organisation—DMO
- Deloitte
- Department of Defence
- Department of Education
- Department of Employment
- Department of Health
- Department of Human Services
- Department of Prime Minister and Cabinet
- Deutsche Bank Services Pty Ltd
- DXC Technology Australia

- Employment Services Holdings (ESH)
- Endeavour Energy
- Envoy Services
- Ernst & Young
- Essential Energy
- Flight Centre Foundation
- Good 2 Give
- Housing NSW
- Insurance Australia Group
- Jora
- Karma Currency
- La Trobe Financial Services Pty Ltd
- Law In Order
- Macquarie Group Foundation
- Medibank
- MTC Work Solutions
- National Australia Bank Limited
- National Disability Insurance Agency (NDIA)
- New South Wales Crime Commission NSWCC
- NSW Government—Family & Community Services
- NSW Government—Human Services
- NSW State Government Department of Ageing, Disability and Home Care (DADHC)
- OneSteel
- OPTUS
- Origin Energy
- Pernod Ricard Winemakers
- Perpetual
- Philip Morris Limited
- Programmed—Health Professionals
- Programmed—Maintenance Services
- Programmed—Professionals

- Programmed—Skilled Group
- PwC Australia
- REA Group
- REA Group
- Reserve Bank Benevolent Fund
- Reserve Bank of Australia
- Robson Excavations Pty Ltd
- Scentre Group
- SEEK Limited
- South32
- Suncorp
- Swiss Reinsurance Company Ltd
- Sydney Trains
- Sydney Water
- Telstra Corporation
- The Westpac Group
- Transurban
- UniSuper
- UXC Australia

How can you help?

Suicide is the leading cause of death for Australians aged between 15 and 44 (ABS: Causes of Death 2016).

Lifeline supports a whole-of-community approach, in which everyone plays a role in preventing suicide.

There are many different ways you can contribute to Lifeline and help us support Australians in crisis:

- make a donation
- volunteer your time
- become a corporate supporter
- help raise awareness
- become involved in fundraising

For further information on how you can make a difference to your community, please visit lifeline.org.au

P 02 6215 9400
www.lifeline.org.au

Lifeline Australia Ltd
ABN 84 081 031 263
ACN 081 031 263

